

STATE OF MISSOURI



OFFICE OF SUPPLIER AND WORKFORCE DIVERSITY
ANNUAL REPORT
FISCAL YEAR 2007



State of Missouri
**OFFICE OF ADMINISTRATION
OFFICE OF SUPPLIER AND
WORKFORCE DIVERSITY**

Post Office Box 809

Jefferson City

65102

(573) 751-8130

<http://www.oswd.mo.gov/>

Matt Blunt
Governor

Larry W. Schepker
Commissioner

Angeletta McCormick Franks
Director
Office of Supplier & Workforce Diversity

March 15, 2008

The Honorable Matt Blunt
Capitol Building Room 216
Jefferson City, MO 65101

Re: 2007 Office of Supplier and Workforce Annual Report

Enclosed please find the 2007 Annual Report of the Office of Supplier and Workforce Diversity. This report gives an overview of how the agencies are working to create a more diverse workforce and ways to increase minority/women owned (M/WBE) businesses into the procurement process for the State of Missouri.

As we move forward, the Office of Supplier and Workforce Diversity (OSWD) will continue to find additional ways to improve efficiency, accountability and access for our constituents in the State of Missouri.

It is an honor to serve on your administration while working towards your continued commitment of opportunities for all Missourians.

Respectfully submitted,

Angel McCormick Franks
Director

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Executive Summary

Enclosed is the Office of Supplier and Workforce Diversity's 2007 annual report to the Governor, pursuant to Executive Order 05-30 which provides, in part, "that not later than January 1st of each calendar year, the Director of OSD shall provide a report to the Governor and the Commissioner of Administration which summarizes the activities of each department pursuant to this Order and which contains recommendations for additional programs to accomplish the purposes of this Order".

This report highlights the various function of the OSD and the progress of departments in meeting the goals of Executive Order 05-30.

Certification of Minority and Women-owned Businesses

During Fiscal Year 2007, the Office of Supplier and Workforce Diversity processed a total of 581 MBE (minority business enterprise) and WBE (women business enterprise) applications. The breakdown as follows:

- New in state (84)
- Rapid/Out of State of Missouri (41)
- Re-certifications (456)

Of the 581 certifications, 419 belong to OSD. The OSD M/WBE breakdown ratio is as follows:

- MBE certified (124)
- WBE certified (217)
- M/WBE certified (78)

Of the 581 certifications, 162 belong to Facilities Management Design and Construction (Construction Related Firms). The FMDC breakdown is as follows:

- MBE certified (23)
- WBE certified (9)
- M/WBE certified (130)

As news of the efficiency of the Missouri OSD program continues to grow, we anticipate higher levels of participation throughout all regions of Missouri. Our goal is continued certification of all minority and women-owned businesses who desire to do business with the State of Missouri.

FISCAL YEAR 2007
OFFICE OF SUPPLIER AND WORKFORCE DIVERSITY
ACOMPLISHMENTS AND GOALS

Workforce Diversity and Affirmative Action

- All agencies were required to write an affirmative action report. In this report a summary of the findings is included.
- All agencies received the People Click software to create the analysis for their reports, however after meeting with the Workforce Diversity Council, our office found out that more than half of the people responsible for creating the report, did not know how to use the software, a goal for OSWD for fiscal year 08 is to conduct a People Click training.
- OSWD would like to see a statewide Affirmative Action Plan; this is a long-term goal since it would be necessary to re-classified all job classifications and all job groups.
- OSWD is collaborating with the agencies at the State of Missouri to disseminate job openings to the universities in the State of Missouri. For Fiscal Year 08, OSWD would like to be able to put together a more detailed listing of various colleges, universities, and technical schools where the openings can be forwarded to via e-mail or to post the positions directly on the organization's website.

MBE/WBE Supplier Diversity and Percentages

- Some of the agencies in the State of Missouri are working towards reaching the goals established in Executive Order 05-30. OSWD is currently working with all 16 agencies in a procurement initiative which requests that the agencies create an expenditure analysis that help them pinpoint where they are spending the most and then analyze how much of those dollars went to M/WBE vendors. OSWD then analyzes if vendors are available to supply the product, if vendors are found, their names are forwarded to the corresponding purchasing staff of the agency who are then ask to utilize M/WBE vendors more often, if a vendor is not available in the directory the staff at OSWD tries to find one through the collaboration and relationships that have been established with other certifying agencies in the State of Missouri as well as other entities that serve small businesses.

Office Processing Times and Certifications

- In analyzing the number of certifications that have been processed during FY 07, we have seen a decrease on the number of days that it takes our staff to process certifications and re-certifications. **Our process time decreased from 23.2 days to recertify a vendor to 3.8 days**, however OSD has also seen a decrease on re-certifications. OSD personnel are personally contacting the vendors that do not submit their re-certification to see where the problem occurred and see if they qualify to be re-certified.

Customer Service

- Our office has a customer friendly attitude. Beginning with the remodeling of our office, which now includes a new conference room, and signage that has been added so that visitors can find our office. We are also in the process of re-creating our website so that it can be user friendly and easier to find. This should be accomplished by fiscal year 2008

Office Staff

- Our office is currently staff with 4 Full time employees. The positions of Assistant to the Director (a clerical position) and the Contract Compliance Officer Position have been combined into the Position of Assistant Director.

Outreach

- The OSD Director has traveled through the State of Missouri and met with various agencies to hear the concerns of the constituents that we serve. Our staff has also made it possible for many concerned M/WBE vendors to talk to the procurement staff of various agencies. We continue participating in the Purchasing Committee and inviting M/WBE vendors to speak to them in every meeting. Various certifying organizations and OSD have met to consider the possibility of finding a more uniform way to do certifications.

STATE OF MISSOURI
OFFICE OF ADMINISTRATION
OPERATING EXPENDITURES - SUMMARY REPORT
FISCAL YEAR - 2007

AGENCIES	MBE	WBE	Non-M/WBE	MBE %	WBE %
010 LEGISLATURE-OPERATING	\$215,636.50	\$171,618.28	\$3,052,786.54	6.27%	4.99%
100 JUDICIARY-OPERATING	\$1,451,200.89	\$468,355.21	\$17,001,020.15	7.67%	2.48%
151 PUBLIC DEFENDER-OPERATING	\$195.00	\$45,889.55	\$5,286,869.22	0.00%	0.86%
200 GOVERNOR-OPERATING	\$93.59	\$878.53	\$200,210.15	0.05%	0.44%
221 LT. GOVERNOR-OPERATING	\$28,575.00	\$32,483.14	\$253,605.99	9.08%	10.32%
231 SECRETARY OF STATE-OPERATING	\$2,008,446.08	\$324,687.00	\$8,996,930.64	17.73%	2.87%
251 STATE AUDITOR-OPERATING	\$142,247.94	\$27,231.97	\$81,355.06	56.71%	10.86%
272 STATE TREASURER-OPERATING	\$135,293.41	\$8,485.35	\$624,149.98	17.62%	1.10%
282 ATTORNEY GENERAL-OPER	\$276,302.73	\$64,500.68	\$2,796,043.25	8.81%	2.06%
300 OFFICE ADMINISTRATION-OPER	\$34,792,590.15	\$4,962,341.00	\$54,347,399.22	36.97%	5.27%
350 AGRICULTURE-OPERATING	\$61,360.64	\$63,817.78	\$7,047,195.80	0.86%	0.89%
375 INSURANCE-OPERATING	\$478.64	\$24,750.64	\$247,712.14	0.18%	9.07%
400 CONSERVATION-OPERATING	\$2,087,479.91	\$848,706.78	\$29,033,200.56	6.53%	2.65%
419 ECONOMIC DEVELOP-OPER	\$2,359,889.75	\$941,185.83	\$14,628,073.03	13.16%	5.25%
500 ELEM & SEC EDUCATION-OPER	\$792,104.67	\$773,808.66	\$29,278,481.08	2.57%	2.51%
555 HIGHER EDUCATION-OPERATING	\$68,647.02	\$649,914.09	\$8,079,852.80	0.78%	7.39%
580 HEALTH & SENIOR SERVICES-OPER	\$518,942.52	\$516,246.31	\$47,718,150.96	1.06%	1.06%
605 MO TRANSPORTATION-OPER	\$15,932,907.26	\$6,357,953.78	\$289,719,324.23	5.11%	2.04%
625 LABOR & INDUSTRIAL-OPER	\$8,148.74	\$353,968.71	\$1,522,159.25	0.43%	18.79%
650 MENTAL HEALTH-OPERATING	\$614,568.99	\$362,150.87	\$59,335,926.11	1.02%	0.60%
780 NATURAL RESOURCES-OPER	\$1,733,706.96	\$841,385.63	\$16,803,133.23	8.95%	4.34%
812 PUBLIC SAFETY-OPERATING	\$5,925,584.30	\$1,776,759.36	\$61,771,246.11	8.53%	2.56%
860 REVENUE-OPERATING	\$1,683,858.97	\$1,048,568.37	\$34,972,366.58	4.47%	2.78%
886 SOCIAL SERVICES-OPERATING	\$4,888,652.53	\$2,429,939.90	\$88,334,498.15	5.11%	2.54%
931 CORRECTIONS-OPERATING	\$8,880,727.33	\$14,463,530.60	\$149,430,080.70	5.14%	8.37%
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TOTAL OPERATING	\$84,607,639.52	\$37,559,158.02	\$930,561,770.93	8.04%	3.57%

DATE OF REPORT: 01/15/2007 (Data date 6/30/2007)

Office of Administration

Commissioner of Administration: Larry W. Schepker

The Office of Administration is the state's service and administrative control agency. Created by the General Assembly on January 15, 1973, it combines and coordinates the central management functions of state government. Its responsibilities were clarified and amended by the Omnibus State Reorganization Act of 1974. The commissioner of Administration appoints the Assistant Commissioner and the directors of the following divisions:

- **The Division of Accounting** is responsible for the operation of the statewide accounting and payroll systems and is the custodian of the official accounting records of the state. This division prepares payments, publishes annual financial reports, administers bond sales for the Board of Fund Commissioners and Board of Public Buildings, and administers the social security coverage for state political subdivisions.
- **The Division of Budget & Planning** assists the Commissioner of Administration and the Governor in management of the executive branch. The division analyzes budget policy issues and provides fiscal information to the commissioner, the governor's office, the General Assembly, Missouri's congressional delegation, and state, local, and federal agencies.
- **The Division of Facilities Management, Design & Construction** provides professional asset management services to assist state entities in meeting their facility needs for the benefit of the public. These services include: Real Estate Services, Portfolio Management, Facility Management, Project Management, Construction Management, Contract Management, Facility Condition Assessment, Space Management, Space Standards, Statewide Master Plan and Energy Management. The mission is to provide a superior workplace environment for state occupants and their visitors and protect the State's investments in property assets. The goal is to provide agencies with the information and resources that will support their development of high-performance workplaces--workplaces that will meet agencies' business needs and can be readily adapted to changing work practices and strategies.
- **The Division of General Services** is organized into six sections which provide essential support services to the state departments and to the Office of the Administration.
 - [Missouri Public Entity Risk Management \(MOPERM\)](#) board operates a shared-risk pool for public entities offering tort liability and other coverage.
 - [Vehicle Maintenance](#) operates a central automotive repair and maintenance facility for state vehicles.
 - [Risk Management](#) administers the legal expense fund and the state's workers' compensation program.
 - [State Printing](#) provides low-cost printing and quick copying services.

- [State Fleet Management](#) serves as a resource for state agencies and coordinates state fleet management activities.
- [Missouri State Employees Charitable Campaign \(MSECC\)](#) provides employees with a unified fundraising campaign for charitable organizations.
- **The Information Technology Services Division** is the central point for coordinating the data processing policies for the executive branch. The division promotes economy and efficiency in the use of data processing and telecommunications for transaction of state business. Services provided by the division include the operation of a centralized computer facility used by state agencies and elected officials; a data processing education center for state employees; systems development services; operation of the state telephone switchboard and associated state telecommunications network; desktop support and web development.
- **The Division of Personnel** administers the Missouri Merit System and the Uniform Classification and Pay system. Staff also provides other human resource management, training and development services to state agencies and employees as provided in the State Personnel Law (Chapter 36 RSMo).
- **The Division of Purchasing and Materials Management** is responsible for the procurement of all state required supplies, materials, equipment and professional or general services except for those agencies exempted by law. The division transacts monetary commitments and contracts or authorizes such transactions by state agencies; executes procurement functions in accordance with applicable statutes and maximizes competitive procurement and awards on all contracts; develops programs to expand business with minority business enterprises; provides for statewide cooperative procurement by local government; and maintains responsibility for the statewide in-house recycling program. The Materials Management section is responsible for transfers and disposal of state surplus property and acquires donable property declared excess by federal government agencies for the distribution of such property to public supported entities. At the beginning of FY 07, 118 contracts that required M/WBE participation were in place, 33 expired during the fiscal year, and 29 new contracts were set up during FY 07 that had M/WBE participation.

During FY07 the Office of Administration showed total expenditures of \$94,102,330.37, of which 36.97% or \$34,792,590.15 were utilized with MBE vendors and 5.27% or \$4,962,341.00 were utilized with WBE vendors through the everyday activities of the aforementioned divisions.

Below are some of the categories where the Office of Administration showed the highest utilization of MBE vendors:

Object Code	Object Description	Amount Spent	MBE%
2376	Information Technology Supplies	\$808,032.07	30.00%
2541	Information Technology Consultant & Services	\$18,386,816.65	56.11%
2685	Under Threshold Computer Equipment	\$7,269,673.14	96.70%
2700	Non Mainframe Computer Equipment Over Threshold	\$5,939,550.56	73.96%
2706	Non Mainframe Computer Software	\$5,948,814.40	72.78%

Below are some of the categories where the Office of Administration showed the highest utilization of WBE vendors:

Object Code	Object Description	Amount Spent	WBE%
2580	Computer Hardware Repair and Maintenance	\$4,370,578.03	14.83%
2703	Mainframe Equipment Over Threshold	\$846,731.43	84.26%
2707	Mainframe Computer Software	\$351,888.02	60.59%
2469	Temporary Personnel Services	\$61,356.60	30.91%
2520	Educational Services	\$46,585.87	31.87%

Below are some of the categories where the Office of Administration showed the highest expenditures but low utilization of M/WBE vendors:

Object Code	Object Description
2544	Other Professional Services
2400	Telecommunication Supplies
2310	Building Repair Supplies
2592	Communication Equipment R&M
2540	Information Technology Outsourcing

Through a divisional analysis and by revisiting the policies and procedures that are follow to arrive at the decisions of awarding contracts and find the appropriate vendors for the procurement of goods and services under \$25,000 and below, the Office of Administration will strive to improve in the utilization of M/WBE vendors in the categories listed above.

Department of Labor and Industrial Relations

Director: Todd Smith

Contract Compliance Council Member: Tammy Cavender

The Missouri Department of Labor and Industrial Relations (DOLIR) promotes economic security, safe and healthy workplaces as well as protects wage earners and individuals against discrimination by improving working conditions, enforcing labor and anti-discrimination laws and helping those unemployed, injured on the job and victims of crime.

The department is responsible for administering programs that:

- Provide an income contribution for workers to offset the loss of a job because of injury;
- Provide an income contribution for workers to offset the loss of a job because of layoff;
- Determine the appropriate bargaining unit for public employees;
- Regulate wages for public works and construction projects;
- Promote safe working environments;
- Enforce Missouri's anti-discriminatory statutes and protect Missouri citizens in the areas of housing, employment and public accommodation; and
- Investigate allegations of workers' compensation fraud and noncompliance.

Agencies operating within the department are:

- Labor and Industrial Relations Commission
- Division of Labor Standards
- Division of Workers' Compensation
- Division of Employment Security
- The Missouri Commission on Human Rights
- Director and Staff Administration.

DOLIR utilizes a centralized purchasing system. The overall responsibility for achieving the M/WBE goal rests with the Contract Compliance Council Member: Tammy Cavender. In analyzing the expenditures for the department the following MOBIUS reports were used: ODW408R1, ODW418R1, ODW406R1, ODW416R1, ODW410R1, ODW420R1, ODW410R2 and ODW420R2. These reports show that DOLIR had total expenditures that amounted to \$1,884,276.70 of which \$8,148.74 or .43% was spent with MBE vendors and \$353,968.71 or 18.78% was spent with WBE vendors.

An analysis of the divisions' expenditures reveals that the Division of Employment Security is responsible for 82.29% of the expenditures with WBE vendors. It also shows that the Division of Labor and Standards had the highest MBE participation with 70.94%.

The areas where DOLIR spent the most in M/WBE expenditures are the following:

Object Code	Description	Amount	WBE%
2544	Other Professional Services	\$237,699.21	49.75%
2373	Other Specific Use Supplies	\$ 5,349.04	37.82%

Object Code	Description	Amount	WBE%
2691	Under Threshold Office Equipment And Furniture	\$ 12,647.28	19.77%
2250	Office Supplies	\$160,313.13	18.48%

Object Code	Description	Amount	MBE%
2373	Other Specific Use Supplies	\$5,349.04	25.77%

There are areas where DOLIR shows the highest expenditures but the lowest M/WBE participation:

Object Code	Description
2457	Express and Freight Services
2496	Other Business Services
2601	Specific Use Equip R&M
2748	Vehicles
2922	Print, Reproduction and Photo Equipment Rental

The Office of Supplier and Workforce Diversity and the Procurement Personnel at the Department of Labor and Industrial Relations will strive to increase the participation of MBE vendor participation in the procurement process.

The Department of Economic Development

Director: Greg Steinhoff

Contract Compliance Council Member: Dennis Morrissey

The Department of Economic Development (DED) reached the M/WBE goals established in Executive Order 05-30 during Fiscal Year 2007.

DED utilized 13.16% or \$2,359,889.75 of the agency's expenditures with MBE vendors and 5.25% or \$941,185.83 with WBE vendors. During FY 07 the agency's total expenditures reached \$17,929,148.61 approximately 80% of it was spend through contracts that OA-DPMM set up either for the agency itself or statewide contracts, leaving only 20% of the expenses discretionary.

DED showed the most MBE expenditures in the following areas:

Object Code	Description	Amount Spent	MBE %
2685	Under Threshold-Computer Equip	\$ 6,906.10	100.00%
2583	Comp Software Maintenance, Licenses & Subscriptions	\$531,077.62	23.65%
2376	Information Technology Use Supplies	\$ 20,264.10	93.14%
2706	Non-Mainframe Computer Software	\$ 22,345.86	28.52%
2700	Non Mainframe Computer Equipment Over Threshold	\$ 86,607.02	74.90%
2250	Office Supplies	\$545,947.32	5.55%

DED showed the most WBE expenditures in the following areas:

Object Code	Description	Amount Spent	WBE %
2469	Temporary Personnel Services	\$23,433.47	99.30%
2301	Promotional Supplies	\$52,195.29	86.69%
2454	Mailing Services	\$ 9,974.69	63.25%
2724	Photographic Equipment	\$60,120.21	29.03%
2313	Custodial Supplies	\$ 3,335.73	88.16%

There are also areas where DED spent the most, but showed limited or no M/WBE participation:

Object Code	Description
2496	Other Business Services
2502	Attorney Services
2544	Other Professional Services
2328	Motor Fuel
2991	Agency Provided Food

DED is actively working to improve their participation. The communication and involvement of management plays an important role in the efforts that the workforce displays in achieving the goals.

DEPARTMENT OF CORRECTIONS

Director: Larry Crawford

Contract Compliance Council Member: Lenny Lenger

The Department of Corrections (DOC) supervises convicted felons and misdemeanants. Organized as a separate department of state government by an act of the legislature in 1981 and reorganized July 1, 1993, it is comprised of four divisions: Administration/ Human Services, Adult Institutions, Division of Offender Rehabilitative Services, and Probation and Parole. The executive staff includes the department directors, deputy director and division directors.

The Division of Administration/Human Services, consisting of four units, provides support to the divisions of Adult Institutions and Offender Rehabilitative Services, the Board of Probation and Parole and the department's technical staff.

The Division of Adult Institutions oversees the care and custody of inmates in 21 correctional institutions across the state.

The Division of Offender Rehabilitative Services' goal is inmate rehabilitation through the provision of specialized education, job training and treatment programs.

The Board of Probation and Parole consists of seven members, appointed by the governor with the advice and consent of the Senate. They are assisted by four parole analysts who sit with the board on hearings and make recommendations on parole reviews. This division is responsible for the community supervision of offenders.

The Department of Corrections has a hybrid of centralized and decentralized purchasing systems within their department. The Office of Supplier and Workforce Diversity (OSWD) recently met with DOC to see what areas needed to be improved and what could OSWD do to help them reach the M/WBE Participation goals established on Executive Order 05-30.

DOC had total expenditures for fiscal year 07 of \$172,774,338.63 of which 5.14% or \$8,880,727.33 was utilized with MBE vendors and 8.37% or \$14,463,530.60 was utilized with WBE vendors.

The analysis of MBE Expenditures at the department level showed good utilization percentages in the following purchases:

Object Code	Description	Amount	MBE% Spent
2250	Office Supplies	\$ 1,540,125.79	8.20%
2298	Manufacturing Supplies	\$12,312,084.79	0.35%
2838	Minimal Repair, Maintenance & Improvement Services	\$ 103,160.36	22.86%
2721	Electronic Equipment	\$ 17,775.17	83.84%
2685	Under Threshold Computer Equipment	\$ 21,012.86	100.00%

The analysis of WBE Expenditures at the department level showed good utilization percentages in the following purchases:

Object Code	Description	Amount	WBE% Spent
2250	Office Supplies	\$ 1,540,125.79	4.60%
2331	Other Repair & Maintenance Supplies	\$ 846,009.94	4.70%
2340	Food Service Supplies	\$ 879,851.48	4.51%
2694	Under Threshold Other Equipment	\$ 1,292,124.76	48.76%
2733	Other Electronic & Photo Equipment	\$ 699,503.80	93.38%

The analysis shows room for improvement. The object codes where the department shows the highest expenditures and lower M/WBE participation are:

Object Code	Description
2337	Food and Dietary Supplies
2433	Medical and Dental Services
2598	Office Furniture & Equipment R&M
2784	Food Service Equipment
2841	Major Building/Factory Repair Services

DOC will continue to make every effort to reach the goal established in Executive Order 05-30 for MBE participation and by working together with OSD and looking for new opportunities to include MBE vendors, we feel confident that the MBE goal can be reached.

Department of Natural Resources

Director: Doyle Childers

Contract Compliance Council Member: Denise Massman

The mission of the Department of Natural Resources (DNR) is to preserve, protect and enhance Missouri's natural, cultural and energy resources. The department ensures that Missourians enjoy clean air to breathe, clean water for drinking and recreation, land that sustains a diversity of life and sustainable energy choices. The agency accomplishes this work through the Division of Environmental Quality, the Division of Geology and Land Survey, the Division of State Parks and the Field Services Division. The department's Division of Administrative Support provides department-level administrative and management support. The Department of Natural Resources was created in 1974.

During FY 07, DNR had total expenditures of \$19,378,225.82, of which 8.95% or \$1,733,706.96 where with MBE vendors and 4.34% or \$841,385.63 where with WBE vendors. These percentages gave DNR the third highest on MBE utilization among the 16 executive departments and seventh highest on WBE expenditures.

Below are some of the categories where DNR showed the highest utilization of MBE vendors:

Object Code	Object Description	Amount Spent	MBE%
2540	Information Technology Outsourcing	\$ 20,000.00	100.00%
2541	Information Technology Consultants & Services	\$1,813,948.54	51.26%
2700	Non Mainframe Computer Equipment Over Threshold	\$ 20,716.32	100.00%
2706	Non Mainframe Computer Software	\$ 29,384.96	100.00%
2715	Exhibit Equipment	\$ 24,046.12	59.87%

Below are some of the categories where DNR showed the highest utilization of WBE vendors:

Object Code	Object Description	Amount Spent	WBE%
2469	Temporary Personnel Services	\$92,711.57	92.68%
2250	Office Supplies	\$479,638.48	14.72%
2499	Accounting and auditing Services	\$174,092.50	26.84%
2514	Program Consultant Services	\$33,511.63	49.73%
2301	Promotional Supplies	\$16,466.94	28.26%

Below are some of the categories where DNR showed the highest expenditures but low utilization of M/WBE vendors:

Object Code	Object Description
2328	Motor Fuel
2373	Other Specific Use Supplies
2439	Non Medical Lab Services
2520	Educational Services
2544	Other Professional Services
2748	Vehicles

Just as all the other agencies DNR has to follow the statewide contracts that have been established by DPMM because of the savings that these contracts bring to the State of Missouri.

There are also certain areas where the availability of minority or women business enterprises was limited or non-existent. OSD is diligently working to provide the agencies with M/WBE vendors to participate in the procurement process and thus increase their participation percentages.

DEPARTMENT OF PUBLIC SAFETY

Director: Mark James

Contract Compliance Council Member: Rhonda Fogelbach

The Department of Public Safety is comprised of ten divisions. Because their purchasing is decentralized, each division is responsible for their own procurement. An analysis of each division's MBE/WBE expenditures has been performed by DPS personnel utilizing MOBIUS Reports ODW406R1 and ODW416R1 ran on 6/30/2007. Below please find the percentage of expenditures that were utilized with MBE and WBE vendors respectively per division, and in the last line by the department as a whole.

Division Name	MBE %	WBE%
• Office of Director	0.38%	0.27%
• Fire Safety	0.14%	1.53%
• Capitol Police	0.00%	0.00%
• Highway Patrol	13.72%	1.16%
• Alcohol & Tobacco	0.00%	0.55%
• Water Patrol	0.03%	0.44%
• Adjutant General	2.04%	1.13%
• SEMA	11.49%	1.10%
• Veterans Commission	0.11%	0.80%
• Gaming Commission	<u>37.14%</u>	<u>0.48%</u>
Department Total	<u>8.53%</u>	<u>2.56%</u>

With total expenditures of \$69,473,589.77 the agency's participation percentages show an increase from the MBE and WBE participation percentages that the department showed for FY06.

The analysis of MBE Expenditures at the department level showed good utilization percentages in the following purchases:

Object Code	Description	Amount	MBE%
2376	Information Technology Supplies	\$ 14,928.15	89.83%
2541	Information Technology Consulting and Services	\$1,304,185.64	53.57%
2583	Computer Software Maintenance, Licenses and Subscriptions	\$1,776,426.41	20.75%
2675	Other Fixed Assets	\$5,446,371.55	13.88%
2700	Non Mainframe Computer Equipment Over Threshold	\$2,174,435.72	94.66%

The analysis of WBE Expenditures at the department level showed good utilization percentages in the following purchases:

Object Code	Description	Amount	WBE%
2250	Office Supplies	\$850,021.91	6.34%
2301	Promotional Supplies	\$127,597.64	39.23%
2469	Temporary Personnel Services	\$ 25,988.25	85.18%
2481	Food Services	\$150,708.20	17.10%
2691	Under Threshold Office Equipment & Furniture	\$128,830.30	27.93%

The analysis also showed that there is room for improvement. The areas where the department shows the highest expenditures and lower M/WBE participation are:

Object Code	Description
2748	Vehicles
2754	Boats & Motors
2790	Law Enforcement Equipment
2289	Pharmaceutical Drugs
2337	Food & Dietary Supplies
2283	Medical and Dental Supplies
2694	Under Threshold—Other Equipment

The results of the yearly DPS staff meeting listed the following concerns:

- The need for a M/WBE vendor to supply police uniforms. OSD is proud to announce the certification of Helga Designs and Southern Uniform & Equipment during FY 07.
- Travel Management Systems a former MBE vendor who had lost their certification due to a change in ownership. Through the hard work and cooperation of OSD and the Office of the Director the vendor is now re-certified as a WBE vendor.
- UMB card expenses to be included on MOBIUS reports. This is an on-going project for OSD, which we expect to have accomplished by Fiscal Year 09.

The Department of Public Safety will continue to strive to meet the goals of Executive Order 05-30, through continuous training and looking for new opportunities to utilize M/WBE vendors in their procurement process. OSD has worked closely with the divisions of DPS to increase M/WBE participation. Our staff is looking forward to participate in the upcoming purchasing staff training with the Missouri Highway Patrol.

Department of Insurance, Financial Institutions, and Professional Registrations

Director: Douglas M. Ommen

Contract Compliance Council Member: Martin Grady

The Department of Insurance regulates the insurance industry in Missouri and provides consumer protection to the insurance-buying public without federal regulation. Below is a synopsis of the department's responsibilities.

Insurance

Promotes effective competition and regulates where necessary to ensure consumers can make informed insurance purchase decisions based on the price and quality of service from a credible, licensed agent.

Finance

Ensures the safety and soundness of banks, trust companies, consumer credit facilities, mortgage brokers and savings and loan institutions by monitoring regulatory compliance to safeguard and maintain public confidence in Missouri's financial system.

Credit Unions

Serve to examine, supervise, charter, merge and liquidate credit unions, so all consumers receive the services and operations they deserve.

Professional Registration

Protects consumers by licensing and regulating over 400,000 professional Missourians through the support of 38 professional boards and commissions

The following table shows the divisions that make up the Department of Insurance, Financial Institutions and Professional Registration, the amount of expenditures that they incurred during fiscal year 2007 and the percentages utilized with MBE and WBE respectively:

DIVISION	Expenditures	MBE	WBE
Administration	\$10,695.39	2.90%	0.00%
Insurance	\$77,641.26	0.02%	9.18%
Division of Consumer Affairs	\$24,951.22	0.00%	6.97%
Division of Resources Administration	\$10,065.06	0.45%	5.04%
Division of Financial Regulation	\$78,971.71	0.37%	17.01%
Division of Market Regulation	\$70,616.78	0.16%	2.30%

In analyzing the expenditures for the department the following MOBIUS reports were used: ODW408R1, ODW418R1, ODW406R1, ODW416R1, ODW410R1, ODW420R1, ODW410R2 and ODW420R2. These reports show that the Department of Insurance, Financial Institutions and Professional Registration had total expenditures that amounted to \$272,941.42 of which \$478.64 or .17% was spent with MBE vendors and \$24,750.64 or 9.06% was spent with WBE vendors.

As a department the areas where the Department of Insurance, Financial Institutions and Professional Registration spent the most in M/WBE expenditures are the following:

Object Code	Description	Amount	WBE%
2250	Office Supplies	\$46,451.93	7.24%
2469	Temporary Personnel Services	\$29,916.32	53.10%
2691	Under Threshold Office Equipment and Furniture	\$6,390.15	38.37%
2778	Other Office Equipment	\$1,295.00	100.00%

Object Code	Description	Amount	MBE%
2250	Office Supplies	\$46,451.93	1.03%

There are areas where the Department of Insurance, Financial Institutions and Professional Registration as a department shows the highest expenditures but the lowest M/WBE participation:

Object Code	Description
2118	Out of State Communication Transportation Travel Agency
2466	Advertising Services
2544	Other Professional Services
2598	Office Furniture and Equipment R&M

Below are some of the M/WBE vendors that the Department of Insurance, Financial Institutions and Professional Registration used during Fiscal Year 2007:

- Schriefer's Office Equipment
- Capital Rubber Stamp
- JP Promotions
- Midwest Advertising
- C & S Business Services
- Image Technologies of Missouri
- World Wide Technology
-

The Department of Insurance, Financial Institutions and Professional Registration will continue to work with the Office of Supplier and Workforce Diversity to find opportunities to increase M/WBE vendor participation.

Department of Conservation

Director: John D. Hoskins

Contract Compliance Council Member: Don Prost

The mission of the Department of Conservation is to protect and manage the fish, forest and wildlife resources of the state; to serve the public and facilitate participation in resource management activities; and to provide opportunity for all citizens to use, enjoy and learn about fish, forest and wildlife resources. In order to carry out their mission the department uses a decentralized purchasing system throughout the 10 divisions that make up the Department of Conservation.

DIVISIONS

Administration Services	Outreach and Education
Design and Development	Fisheries
Forestry	Human Resources
Private Land Services	Protection
Resource Science	Wildlife

In analyzing the expenditures for the department the following MOBIUS reports were used: ODW408R1, ODW418R1, ODW410R1, ODW420R1, ODW410R2 and ODW420R2. These reports show that the Department of Conservation had total expenditures that amounted to \$31,969,387.25 of which \$2,087,479.91 or 6.53% was spent with MBE vendors and \$848,706.78 or 2.65% was spent with WBE vendors.

The areas where the Department of Conservation spent the most in M/WBE expenditures are the following:

Object Code	Description	Amount	WBE%
2250	Office Supplies	\$ 438,468.26	9.88%
2301	Promotional Supplies	\$ 284,071.21	30.21%
2454	Mailing Services	\$ 117,804.15	60.16%
2460	Printing and Binding Services	\$1,633,084.27	4.27%
2472	Security Services	\$ 173,658.62	20.05%

Object Code	Description	Amount	MBE%
2700	Non Mainframe Computer Equipment Over Threshold	\$830,093.62	88.81%
2706	Non Mainframe Computer Software	\$114,098.20	81.02%
2541	Information Technology Consultant and Services	\$254,562.95	98.12%
2580	Computer Hardware Repair and Maintenance	\$218,436.57	66.43%
2583	Computer Software Maintenance, Licenses & Subscriptions	\$435,401.85	35.98%

These are areas where the Department of Conservation showed the highest expenditures but the lowest M/WBE participation:

Object Code	Description
2545	Other Professional Services
2256	Printing and Binding Supplies
2328	Motor Fuel
2484	Agriculture Related Services
2496	Other Business Services

Below are some of the M/WBE vendors that the Department of Conservation used during Fiscal Year 2007:

Rangel Distributing Company	Classic Travel & Tours
Flick, SA Seed Company	Travel Answers Inc.
World Wide Technology	Zollicker Enterprises
Suburban Journals	Jacobyco LLC
St. Charles Security Services	Premium Plus Inc
Rose International	Flag Loft
Felix Okwuosa	Schriefer's Office Equipment
Sam's Janitorial Service	Image Technologies
Cable Dahmer Chevrolet	Capital Rubber Stamp
JobSite Sanitary Toilets	Samco Business Products
	Midwest Advertising

Actions taken to achieve MBE/WBE goals:

- The Department of Conservation continues to strive to reach the M/WBE participation goals that are delineated in Executive Order 05-30 through training, e-mails, and conference calls and by making employees aware of the department's goal of participation. Financial Management, an Academy of Leadership class is offered to MDC employees. It addresses the importance on M/WBE participation in procurement opportunities. This class is presented approximately 8-10 times a year to an average of 20 people per class. Utilizing M/WBE vendors for purchases less than \$3,000 and including them in bid solicitation is discussed in this class.
- Links to the MBE/WBE directory have been put on the MDC Intranet pages.
- Brochures and other literature from MBE/WBE vendors are routed to the divisions who may utilize the services or products.
- MDC includes MBE/WBE subcontracting language in capital improvements bids valued at \$100,000 or more.

The Office of Supplier and Workforce Diversity and the Missouri Department of Conservation expect these actions to increase awareness for greater M/WBE participation in the procurement process.

Department of Higher Education

Commissioner: Dr. Robin Stein

Contract Compliance Council Member: Janelle Jaegers

The Missouri Department of Higher Education (MDHE) carries out the goals and administrative responsibilities for the state system of higher education, which serves more than 360,000 students through 13 public four-year colleges and universities, 19 public two-year colleges, one public two-year technical college, 25 independent colleges and universities, and 152 proprietary schools.

The agency's primary responsibilities include:

- Identification of statewide planning for higher education.
- Evaluation of students and institutional performance.
- Review of institutional missions.
- Development of specialization among institutions.
- Administration of a statewide postsecondary technical education program.
- Establishments of guidelines to promote student transfer among institutions.
- Approval of new degree programs offered by public colleges and universities.
- Administration of the Proprietary School Certification Program.
- Policy setting for an administration of student financial assistance programs.
- Increase awareness among Missourians regarding opportunities for postsecondary education and student financial assistance in the state.

The MDHE carries out its work through six different groups which include:

- Academic Affairs
- Contracts and Compliance
- Financial Assistance and Operations
- Fiscal Affairs and Operations
- Missouri Student Loan Group
- Information Technology

In order to carry out its work, this agency utilizes a centralized purchasing system. The overall responsibility for achieving the M/WBE goal rests with the director: Janelle Jaegers, who disseminates all M/WBE related information to the agency's procurement personnel.

According to MOBIUS reports ODW410R2 and ODW420R2 the agency used .77% of their expenses with MBE vendors and 7.29% with WBE vendors. MDHE is an agency that utilizes contracts setup by OA-DPMM. Expenses related to DPMM contracts comprise 98% of the agency's expenses, leaving only 2% of their expenses for agency discretionary expenditures. Through the analysis it was also discovered that payments totaling \$114,939.42 needed to be subtracted from the total utilized expenditures to calculate M/WBE participation.

These payments reference Acknowledgement of Contracts (AOC) which are agreements between intergovernmental agencies. There is no real opportunity for M/WBE vendors to take part in these types of contracts. The new calculated WBE percentage is 7.39% and the MBE percentage changed to .79%.

The areas where MDHE spent the most in MBE expenditures are the following:

Object Code	Description	Amount	MBE%
2273	Information Technology Supplies	\$106.68	100%
2685	Under Threshold Computer Equipment	\$643.00	100%

The areas where MDHE spent the most in WBE expenditures are the following:

Object Code	Description	Amount	WBE%
2118	Out of St Communication & Trans-Travel Agency	\$ 26,690.55	74.80%
2301	Promotional Supplies	\$ 5,889.22	85.15%
2373	Other Specific Use Supplies	\$ 6,851.76	60.10%
2469	Temporary Personnel Services	\$ 10,861.60	87.07%
2691	Under Threshold- Office Equipment & Furniture	\$ 6,891.59	11.24%

There are also areas where MDHE spent the most, but showed limited or no M/WBE participation:

Object Code	Description
2328	Motor Fuel
2544	Other Professional Services
2415	Wireless Hand-Held Device Charge
2475	Collection Services
2598	Office Furniture & Equip R&M
2748	Vehicles

MDHE analyzes their expenditures to find ways to improve their M/WBE percentages. This process makes it easier for all personnel involved in calculating the M/WBE percentages. They have requested help from OSD in finding a MBE vendor that can supply object code 2991 Agency provided food and object code 2301 Promotional Supplies. They have also checked their processes to verify that expenses that are coded to object code 2415 Wireless Hand-Held Device Charges are correctly processed using a purchase order which ensures the contract number can be referenced and the expenses be properly coded to DPMM contract purchases. One step at a time, OSD and MDHE will work together to reach the M/WBE goals in the near future.

Department of Social Services

Director: Deborah E. Scott

Contract Compliance Council Member: Theresa McDonald

The Missouri Department of Social Services (DSS) includes four agencies:

- Children's Division
- Family Support
- Medical
- Services and Youth Services

This “umbrella” structure combines the efforts of related agencies and promotes a cooperative approach toward delivering social programs to Missourians in need.

The department works to ensure the health and safety of children, to help parents and caregivers provide nurturing homes, and to aid people in need of financial assistance reach their highest level of social and economic self-sufficiency. The director of the department assumes a mandate to efficiently administer federal, state and local funds. The director also cooperates with private organizations, businesses and individuals to extend the outreach of human services available to Missouri citizens. In order to achieve their objective DSS utilizes a hybrid of centralized and decentralized purchasing system.

The divisions' participation in M/WBE percentages based only in agency purchases is:

DIVISION	MBE	WBE
Office of the Director and Human resources	10.75%	11.13%
Division of Budget and Finance	5.46%	9.95%
Division of General Services	0	0.59%
Division of Legal Services	1.28%	22.51%
Family Support Division	0.69%	0.00%

In analyzing the expenditures for the department the following MOBIUS reports were used: ODW408R1, ODW418R1, ODW406R1, ODW416R1, ODW410R1, ODW420R1, ODW410R2 and ODW420R2. These reports show that the Department of Social Services had total expenditures that amounted to \$95,653,090.58 of which \$4,888,652.53 or 5.11% was spent with MBE vendors and \$2,429,939.90 or 2.54% was spent with WBE vendors.

As a department the areas where DSS spent the most in M/WBE expenditures the following:

Object Code	Description	Amount	WBE%
2250	Office Supplies	\$1,571,977.41	3.04%
2427	Laboratory Services	\$1,055,163.10	99.93%
2469	Temporary Personnel Services	\$144,341.74	87.85%
2514	Program Consultant Services	\$13,662,825.29	0.53%
2544	Other Professional Services	\$64,008,782.39	0.26%

Object Code	Description	Amount	MBE%
2250	Office Supplies	\$1,571,977.41	8.57%
2541	Information Technology		
	Consultant and Services	\$5,187,466.19	22.54%
2583	Computer Software		
	Maintenance, Licenses		
	and Subscriptions	\$988,248.44	3.01%
2694	Under Threshold- Other		
	Equipment	\$247,997.36	10.31%
2706	Non-Mainframe Computer		
	Software	\$37,224.12	96.63%

There are areas where DSS as a department shows the highest expenditures but the lowest M/WBE participation:

Object Code	Description
2337	Food & Dietary Supplies
2451	Other Health Services
2475	Collection Services
2502	Attorney Services
2748	Vehicles

The Office of Supplier and Workforce Diversity and the Department of Social Services will continue to work together to find new opportunities to increase M/WBE vendor participation in the procurement process.

Department of Revenue

Director: Omar D. Davis

Contract Compliance Council Member: Dennis Porter

The Missouri Department of Revenue (DOR) serves as the central collection agency for all state revenue. The primary duties of the department are to collect taxes, title and register motor vehicles, and license drivers.

DOR carries out the above mentioned duties through four different divisions which include:

- Director's Office
- Legal Services Division
- Fiscal Services Division
- Customer Services Division

DOR utilizes a centralized purchasing system. The overall responsibility for achieving the M/WBE goal rests with the Contract Compliance Council Member: Dennis Porter and Carrie Cavender, who are the buyers for the entire department. Mr. Porter is also responsible for analyzing the agency's M/WBE expenditures as well as disseminating all M/WBE related information to the agency's procurement personnel.

MOBIUS reports ODW410R2 and ODW420R2 provide the overall overview of an agency's performance, in this particular case the numbers that describe DOR's performance include the expenditures for the State Tax Commission and the Missouri Lottery Commission; it is because of this reason that OSD has created the following table with the use of various MOBIUS reports to show the percentage of participation that each agency utilized during Fiscal Year 07 with MBE vendors and with WBE vendors.

	MBE	NON-MBE	TOTAL	
	EXPENDITURES	EXPENDITURES	EXPENDITURES	MBE %
REVENUE	\$ 1,177,540.87	\$ 10,393,064.09	\$ 11,570,604.96	10.18%
STATE TAX COMMISSION	\$ 3,834.35	\$ 243,884.49	\$ 247,718.84	1.55%
MO STATE LOTTERY	\$ 502,483.75	\$ 25,418,703.53	\$ 25,896,187.28	1.94%

	WBE	NON-WBE	TOTAL	
	EXPENDITURES	EXPENDITURES	EXPENDITURES	WBE %
REVENUE	\$ 786,820.08	\$ 10,783,784.88	\$ 11,570,604.96	6.80%
STATE TAX COMMISSION	\$ 355.36	\$ 247,363.48	\$ 247,718.84	0.14%
MO STATE LOTTERY	\$ 261,392.93	\$ 25,659,794.35	\$ 25,896,187.28	1.01%

It is of great importance to showcase the areas where these agencies have utilized the most MBE/WBE vendors. The areas where DOR spent the most in M/WBE expenditures are the following:

Object Code	Description	Amount	WBE%
2469	Temporary Personnel Services	\$ 46,422.51	97.27%
2454	Mailing Services	\$ 31,128.07	34.29%
2583	Computer Software Maintenance	\$ 5,748.00	100.00%
2250	Office Supplies	\$ 63,046.31	2.02%

Object Code	Description	Amount	MBE%
2706	Non-Mainframe Comp Software	\$177,400.17	96.61%
2118	Out State Trans- Travel Agency	\$ 25,295.54	30.84%
2685	Under Threshold Computer Equipment	\$271,373.42	100.00%
2580	Computer Hardware Repair And Maintenance	\$ 12,800.00	100.00%

There are also areas where the Department of Revenue shows the highest expenditures but the lowest M/WBE participation:

Object Code	Description
2700	Non Mainframe Computer Equipment over Threshold
2475	Collection Services
2460	Printing and Binding Services
2544	Other Professional Services
2541	Information Technology Consultation and Services

Following is a breakdown of the expenses for State Tax Commission and Missouri Lottery. The areas where the State Tax Commission spends the most in M/WBE expenditures are the following:

Object Code	Description	Amount Spent	M/WBE%
2685	Under Threshold-Computer Equip	\$1,037.75	97.59%
2706	Non-Mainframe Comp Software	\$2,821.58	100%
2250	Office Supplies	\$ 11,718.54	3.03%

There are also areas where the State Tax Commission shows the highest expenditures but the lowest M/WBE participation:

Object Code	Description
2328	Motor Fuel
2496	Other Business Services
2544	Other Professional Services
2610	Vehicle Repair & Maintenance
2748	Vehicles

The areas where the Missouri Lottery Commission spends the most in M/WBE expenditures are the following:

Object Code	Description	Amount	M/WBE%
2700	Non-Mainframe Computer Equipment Over Threshold	\$482,649.59	64.24%
2583	Comp Software Maintenance, Licenses & Subscriptions	\$302,924.55	33.38%
2685	Under Threshold-Computer Equip	\$ 43,253.32	84.96%
2376	Information Technology Supplies	\$ 45,304.60	50.332%
2706	Non-Mainframe Comp Software	\$ 47,981.27	46.90%
2301	Promotional Supplies	\$180,218.83	58.68%
2700	Non-Mainframe Computer Equipment Over Threshold	\$482,649.59	27.87%
2250	Office Supplies	\$ 32,152.34	32.91%

There are also areas where the Missouri Lottery Commission shows the highest expenditures but the lowest M/WBE participation:

Object Code	Description
2460	Printing and Binding Services
2496	Other Business Services
2601	Specific Use Equip R&M
2937	Other Equipment Rentals
2967	Lottery Prizes-Merchandise

The agencies shown in this report are committed to utilize M/WBE vendors whenever possible. Purchasing personnel at each agency will try to find areas where M/WBE vendors can be given the opportunity to obtain the business and supply goods and services to the agencies at the State of Missouri.

Department of Health and Senior Services

Director: Jane Drummond

Contract Compliance Council Member: Shalonda Graham

The Department of Health and Senior Services serves the citizens of Missouri by working to improve the health and quality of life for Missourians all ages.

DIVISIONS

The ***Office of the Director*** and as Chief Executive Officer, the department director is responsible for the management of the department and the administration of its programs and services.

The ***Division of Administration*** provides fiscal, administrative and general services support to all department units. Services include budgeting, accounting, expenditure control, procurement, grants and contract administration, legislative review and general office support.

The ***Division of Community and Public Health*** administers programs that impact family health, the prevention of chronic diseases, nutrition and other programs that improve the health of communities.

It is also the principal unit involved in the surveillance and investigation of the cause, origin, and method of transmission of communicable (or infectious) diseases and environmentally related medical conditions.

The ***Division of Regulation and Licensure*** ensures the quality of a variety of entities including child care facilities, hospitals and ambulatory surgical centers, home health and hospice providers, long-term care facilities including residential care, intermediate care and skilled nursing facilities, emergency medical services, pharmacies and persons authorized to prescribe or dispense controlled substances.

The ***Division of Senior and Disability Services*** investigates allegations of elder abuse and administers programs designed to maximize independence and safety for adults who are at risk of abuse, neglect, and financial exploitation or have long term care needs that can be safely met in the community.

The Department of Health and Senior Services looks ahead to identify and address issues such as pandemic influenza that could impact the health and well-being of all Missourians. The department developed the first Memorandum of Understanding (MOU) in the nation with the FBI to aid in investigations of terrorist acts. By establishing a coordination point for all communications, the ***Center for Emergency Response and Terrorism*** began the work of coordinating regional and state planning for public health emergencies and natural disasters, including biological, chemical and nuclear terrorism. Through partnerships with hospitals and other healthcare organizations, local entities including government and law enforcement agencies, and other partners, the center works to assure systems are in place to protect the health of Missourians during a public health emergency.

The ***State Public Health Laboratory*** plays a crucial role in protecting the health of Missourians. It is responsible for performing a number of tests including newborn screening tests, rabies tests, and tests to detect communicable diseases and food borne diseases. The lab also plays an important role in detecting disease outbreaks and is a vital link in quickly identifying a possible attack of bioterrorism in our state or nation.

Missouri protects its most vulnerable citizens by inspecting nursing homes and child care facilities, investigating and intervening in cases of adult abuse, neglect and financial exploitation, and providing programs and services to seniors and adults with disabilities.

The ***Office of Minority Health*** monitors programs in the Department of Health and Senior Services for their impact on the health status of minority populations in Missouri.

The ***Missouri Health Facilities Review Committee*** (MHFRC) provides oversight to the Certificate of Need Program (CONP) and public accountability in health facilities and services. CONP has been charged with addressing issues of health services need, access and cost containment.

The following table shows how much each division spent during fiscal year 2007 and what percentage was utilized with MBE/WBE vendors:

Division	Division Total Expenditures	MBE%	WBE%
Office of the Director	\$677,297.92	.35%	.99%
Division of Administration	\$897,374.20	.83%	4.11%
Division of Community and Public Health	\$29,901,277.40	.32%	.52%
Division of Regulation and Licensure	\$1,769,273.14	15.97%	2.25%
Division of Senior and Disability Services	\$521,660.34	21.13%	.21%
Center for Emergency Response and Terrorism	\$10,729,081.44	.14%	1.76%
State Public Health Laboratory	\$4,681,970.06	.03%	.11%
Office of Minority Health	\$337,210.55	.59%	.11%
Missouri Health Facilities Review Committee	\$2,695.15	0%	0%

In analyzing the expenditures for the department the following MOBIUS reports were used: ODW406R1, ODW416R1, ODW408R1, ODW418R1, ODW410R1, ODW420R1, ODW410R2 and ODW420R2. These reports show that the Department of Health and Senior Services had total expenditures that amounted to \$48,753,339.79¹ of which \$518,942.52 or 1.06% was spent with MBE vendors and \$516,246.31 or 1.06% was spent with WBE vendors.

¹ *This amount reflects a deduction of \$763,500.41 because these expenditures were processed through agreement on contracts between intergovernmental agencies or payments made to External State, Foreign or Miscellaneous Vendors.*

The areas where the Department of Health and Senior Services spent the most in M/WBE expenditures are the following:

Object Code	Description	Amount	WBE%
2250	Office Supplies	\$674,915.80	11.78%
2301	Promotional Supplies	\$ 75,918.87	34.68%
2469	Temporary Personnel Services	\$ 97,104.96	72.40%
2520	Educational Services	\$311,355.32	46.60%
2703	Mainframe Equipment Over Threshold	\$20,941.96	100.00%

Object Code	Description	Amount	MBE%
2376	Information Technology Supplies	\$31,481.78	70.63%
2451	Other Health Services	\$20,871,057.78	0.19%
2542	Information Technology Consultant and Services	\$364,862.16	64.23%
2584	Computer Software Maintenance Licenses & Subscriptions	\$195,011.13	10.33%
2700	Non Mainframe Computer Equipment Over Threshold	\$87,602.87	100.00%

There are areas where the Department of Health and Senior Services shows the highest expenditures but the lowest M/WBE participation:

Object Code	Description
2280	Laboratory Supplies
2289	Pharmaceutical Drugs
2430	Educational Health Services
2433	Medical & Dental Services
2514	Program Consultant Services

Below are some of the M/WBE vendors that the Department of Health and Senior Services used during Fiscal Year 2007:

World Wide Technology	Rose International
Professional Services and Resources	Software Engineering Services
Saleaumua Preferred Pharmacy	Schriefer's Office Equipment
Ramsey & Associates Design Inc	Capital Rubber Stamp
SAMCO Business Products	Mobil Fone
JP Promotions	Mail & More Inc.
Midwest Advertising	C & S Business Service Inc.
Bee Seen Ad Specialties Inc	Vandiver Group
Flag Loft	Huber & Associates

Actions taken by the agency to achieve MBE/WBE goals:

The Department of Health and Senior Services is currently developing a procurement training that will include a mini workshop on how to find MBE/WBE vendors for inclusion for contracts handled by the agency and \$3,000 and under no-bid threshold.

- Increase the awareness of the importance to reach the MBE/WBE participation goal to all staff involved in the department's procurement process.
- Internally will analyze which divisions improve in the inclusion of MBE/WBE vendors in the procurement process
- Continue working with the Office of Supplier and Workforce Diversity to find opportunities to include MBE and WBE vendors in the procurement process.

Department of Elementary and Secondary Education

Commissioner: D Kent King

Contract Compliance Council Member: Andrea Beck

The Department of Elementary and Secondary Education (DESE) is the administrative arm of the State Board of Education. It is primarily a service that works with educators, legislators, government agencies and citizens to maintain a strong public education system. Through its statewide school-improvement initiatives and regulatory functions, the Department strives to assure that all citizens have access to high quality public education.

The Department's duties range from early childhood to adult education services. The department has a total budget of approximately \$5.2 billion. Almost 96% of the budget consists of state and federal funds that are allocated to local schools and other agencies.

DESE carries out the above mentioned duties through seven different divisions which include:

- Administration
- Division of Career Education
- Division of School Improvement
- Division of Special Education
- Division of Teacher Quality and Urban Education
- Division of Vocational Rehabilitation

DESE utilizes a hybrid of centralized and decentralized purchasing system. The overall responsibility for achieving the M/WBE goal rests with the Contract Compliance Council Member: Andrea Beck, who is also responsible for analyzing the agency's M/WBE expenditures as well as disseminating all M/WBE related information to the agency's procurement personnel.

According to MOBIUS reports ODW410R2 and ODW420R2 the agency had total expenditures of \$30,844,394.41 and used 2.57% of their expenses with MBE vendors and 2.51% with WBE vendors. Almost 68% of its expenditures are processed through contracts that are set up by DPMM for the agency or for statewide purposes and approximately 32% of its expenditures are utilized at the discretion of the agency.

DESE shows the highest MBE percentage participations in the following object codes:

Object Code	Description	Amount	MBE % Spent
2700	Non Mainframe Computer Equipment over Threshold	\$25,507.88	100%
2724	Photographic Equipment	\$14,823.08	100%
2712	Educational Equipment	\$48,960.09	89.42%
2472	Security Services	\$87,864.64	63.80%
2547	Housekeeper & Janitorial Supplies	\$43,749.63	35.91%

DESE shows the highest WBE percentage participations in the following object codes:

Object Code	Description	Amount	MBE % Spent
2469	Temporary Personnel Services	\$ 169,343.18	57.89%
2496	Other Business Services	\$ 576,973.79	6.30%
2520	Educational Services	\$ 9,092,003.38	5.60%
2250	Office Supplies	\$ 713,321.59	8.93%
2355	Education Supplies	\$ 546,663.90	1.41%

There are also areas where MDHE spent the most, but showed limited or no M/WBE participation:

Object Code	Description
2328	Motor Fuel
2331	Other Repair and Maintenance Supplies
2337	Food and Dietary Supplies
2520	Educational Services
2544	Other Professional Services

The staff at DESE works hard to incorporate M/WBE vendors into their procurement process. Throughout the year the Fiscal Liaison Group holds quarterly meetings and the attendees are provided with participation reports so that steps can be taken to improve areas where M/WBE participation is low. OSD has been an attendee at one of these meetings and DESE has invited us again for this fiscal year to speak to their staff about the importance of incorporating more M/WBE vendors into the agency's procurement process. During FY07 DESE provided OSD staff a list of possible M/WBE vendors that the agency is already contracting to provide Occupational Therapy, Speech Therapy, Physical Therapy, and Transportation of Handicapped Students. OSD mailed a letter to the vendors inviting them to become certified with the State of Missouri; however we have not been successful in certifying more vendors that can provide these services.

Department of Transportation

Director: Pete Rahn

Contract Compliance Council Member: Rebecca Jackson

The Missouri Department of Transportation (MoDOT), under the guidance of the Missouri Highways and Transportation Commission, is committed to providing the public with a safe and modern transportation system. MoDOT is responsible for maintaining 32,800 miles of highways and 10,224 bridges throughout the state.

In addition to designing, building and maintaining roads and bridges, MoDOT works to improve airports, river ports, railroads, public transit systems and pedestrian and bicycle travel. The agency also administers motor carrier and highway safety programs. MoDOT has ten districts statewide, a Central Office in Jefferson City, plus the following divisions which utilize the latest technology to serve the traveling public.

Below a breakdown of expenditures can be found along with the percentage of M/WBE utilization:

Division	Total Expenditures	MBE%	WBE%
Highways and Transportation Commission	\$17,131.64	0.07%	2.98%
General Operating MO Dept of Transportation	\$2,949,047.83	0.00%	0.00%
Office of the Director	\$12,084.49	7.19%	0.00%
Community Relations	\$454,529.98	21.12%	2.77%
Governmental Relations	\$45,528.28	5.19%	3.83%
Organizational Results	\$1,841,588.81	0.45%	0.00%
Audits & Investigations	\$15,266.65	21.95%	0.00%
Chief Counsel's Office	\$499,726.94	9.94%	0.51%
Systems Management	\$30,370.29	14.07%	2.84%
Motor Carrier	\$655,614.68	16.56%	8.33%
Highway Safety	\$1,382,255.72	0.94%	0.63%
Traffic	\$10,903,442.34	3.43%	0.00%
Maintenance	\$2,099,466.29	1.42%	0.01%
Construction & Materials	\$2,248,079.84	12.55%	0.40%
Right of Way	\$6,763,351.19	0.05%	0.00%
Bridge	\$399,732.92	8.74%	0.00%
Design	\$49,914,897.71	1.13%	2.23%
Transportation Planning	\$1,909,700.08	15.94%	0.26%
District 1	\$14,206,514.73	0.26%	0.00%
District 2	\$16,670,459.12	0.24%	0.11%
District 3	\$15,509,236.79	0.10%	0.07%
District 4	\$24,058,921.28	1.46%	0.31%
District 5	\$17,757,903.10	0.36%	0.05%
District 6	\$20,178,013.89	1.16%	0.13%
District 7	\$13,457,873.55	0.18%	0.00%

Division	Total Expenditures	MBE%	WBE%
District 8	\$18,218,091.92	0.50%	0.00%
District 9	\$14,747,965.32	0.24%	0.00%
District 10	\$17,135,461.10	0.14%	0.02%
Multimodal Operations	\$145,832.08	0.70%	0.36%
Equal opportunity & Diversity	\$30,775.11	1.82%	0.00%
Employee Benefits	\$13,081.88	7.92%	0.00%
Information Systems	\$30,013,106.42	40.16%	13.14%
Human Resources	\$403,696.65	9.64%	0.00%
General Services	\$24,644,354.66	0.43%	1.17%
Resource Management	\$33,858.70	19.69%	0.00%
Controller	\$351,715.65	0.21%	20.03%
Statewide Transportation Improvement Program (STIP)	\$3,700,171.88	21.52%	0.00%
Federal Pass-Through	\$475,224.27	0.00%	0.00%
Risk Management	\$205,128.99	5.17%	0.18%

The department shows total expenditures of \$312,096,202.77, however after this analysis was completed, the results found:

- The amount classified as MBE expenditures needs to be change to \$15,932,907.26 due to the payments made to UMB bank made with qualified MBE vendors.
- The amount classified as WBE expenditures needs to be change to \$6,357,953.78 due to the payments made to UMB bank made with qualified MBE vendors.

A more detailed analysis reveals that the Department of Transportation utilized WBE vendors in the following categories:

Object Code	Description	Total Expenditure	WBE%
2700	Non Mainframe Computer Equipment Over Threshold	\$8,827,791.92	20.32%
2544	Other Professional Services	\$63,121,272.04	1.78%
2583	Computer Software Maintenance, Licenses & Subscriptions	\$6,293,035.54	16.91%
2469	Temporary Personnel Services	\$264,098.06	20.14%
2373	Other Specific Use Supplies	\$3,384,511.05	1.50%

Some of the utilized WBE vendors were:

Midwest Advertising	Schriefer's Office Equipment
Capital Rubber Stamp	Samco Business Products
St. Louis Safety Inc.	Bee Seen Ad Specialties Inc.
JP Promotions	Waggoner Home Center
Purchasing Solutions	Croft Trailer Supply
Zollicker Enterprises	AAA Mailing Service Inc.
Penmac Personal Services	Schatz Underground
Environmental Works	Access Engineering
Huber & Associates	Mobil Fone

The Department of Transportation also utilized MBE vendors in the following categories:

Object Code	Description	Total Expenditure	MBE%
2700	Non Mainframe Computer Equipment Over Threshold	\$8,827,791.92	62.97%%
2541	Information Technology Consultant & Services	\$10,462,920.03	34.27%
2706	Non-Mainframe Computer Software	\$2,990,073.77	65.85%
2583	Computer Software Maintenance, Licenses & Subscriptions	\$6,293,035.54	23.52%
2685	Under Threshold Computer Equipment	\$1,613,250.69	65.77%

Some of the utilized MBE vendors were:

J & L Drywall Supplies	Tapanam Associates
Satellite Janitorial Company	TC Communications
Davis Safety Supply	St. Louis American Newspaper
Phillips & Associates	P-Strada
Bellewether LTD	Rose International
Brown, TJ & Associates	Afram Corporation
Engineering Design Source	Abna Engineering

There are also categories where the Department of Transportation showed the highest expenditures but little or no M/WBE participation:

Object Code	Description
2331	Other Repair & Maintenance Supplies
2496	Other Business Services
2757	Heavy Equipment
2805	Other Specific Use Equipment
2901	Heavy Equipment Leases Capital

The Office of Supplier and Workforce Diversity is diligently looking for M/WBE vendors that could supply some of these goods to the Department of Transportation. One of the barriers to overcome is to identify the DBE/M/WBE vendors that MoDot is utilizing that are certified through MoDot's DBE program that are not certified through OSD, so that the expenditures with these vendors can be included in the M/WBE participation percentage calculation.

Department of Agriculture

Director: Katie Smith

Contract Compliance Council Member: Alan Clements

Established in 1933 by the General Assembly, the Department of Agriculture promotes and protects Missouri's nearly \$6 billion agriculture industry by enforcing state laws that regulate and market the agricultural industry across the state.

Mission Statement: To serve, promote and protect the agricultural producers, processors and consumers of Missouri's food, fuel and fiber products.

Through its divisions, the Department of Agriculture administers programs that protect Missouri's producers, processors, distributors and consumers of food, fuel and fiber, while marketing Missouri agricultural products in the state, nation and abroad.

The department's divisions include Agriculture Business Development, Animal Health, Grain Inspection and Warehousing, Plant Industries and Weights and Measures. The department also consists of the Missouri Agricultural and Small Business Development Authority, the Missouri State Fair, the State Milk Board and the Missouri Wine and Grape Board. In the table below are the M/WBE participation percentages of each division:

Division	Total Expenditures	MBE%	WBE%
Agriculture Business Development	\$738,486.65	4.76%	1.53%
Plant Industries	\$298,687.87	1.70%	1.67%
State Milk Board	\$90,575.55	1.23%	1.46%
Office of the Director	\$1,336,960.57	.59%	.91%
Missouri State Fair	\$1,201,945.35	.49%	.36%
Weights and Measures	\$725,552.61	.23%	.43%
Animal Health	\$2,689,366.67	.15%	.90%
Grain Inspection and Warehousing	\$190,433.78	.07%	.36%
Department Total	\$7,172,374.22²	.86%	.89%

²Expenses totaling \$93,175.74 were removed due to the fact that the agency made these payments to external state or miscellaneous vendors.

A more detailed analysis reveals that the Department of Agriculture utilized WBE vendors in the following categories:

Object Code	Description	Total Expenditure	WBE%
2250	Office Supplies	\$68,403.79	38.28%
2469	Temporary Personnel Services	\$15,514.54	96.98%
2544	Other Professional Services	\$312,485.87	1.23%
2301	Promotional Supplies	\$45,701.34	6.87%
2916	Office Furniture & Equipment Rental	\$10,883.93	20.96%

Some of the WBE vendors that they utilized were:

Classic Travel & Tours Inc.	Schriefer's Office Equipment
Capital Rubber Stamp	Samco Business Products
Jefferson City Auto Supply	AAA Mailing Service Inc.
C & S Business Service Inc.	Metropolitan News clips

The Department of Agriculture also utilized MBE vendors in the following categories:

Object Code	Description	Total Expenditure	MBE%
2541	Information Technology Consultant & Services	\$29,925.00	100%
2700	Non Mainframe Computer Equipment Over Threshold	\$13,255.79	100%
2694	Under Threshold Other Equipment	\$55,183.12	6.76%
2685	Under Threshold Computer Equipment	\$2,111.53	100%
2271	Uniforms and Clothing	\$11,730.41	50.37%

Some of the MBE vendors that they utilized were:

World Wide Technology	Legacy Embroidery
Rose International	

There are also categories where the Department of Agriculture showed the highest expenditures but little or no M/WBE participation:

Object Code	Description
2280	Laboratory Supplies
2328	Motor Fuel
2466	Advertising Services
2503	Attorney Services
2736	Laboratory Equipment

The Office of Supplier and Workforce Diversity is diligently looking for M/WBE vendors that could supply some of these goods to the Department of Agriculture. The Department is also looking for ways to incorporate more M/WBE vendors into their internal procurement process.

DEPARTMENT OF MENTAL HEALTH

Director: Dr. Keith Schaefer

Contract Compliance Council Member: John Long

To understand the way that the Department of Mental Health (DMH) purchases goods and services, OSWD met with the member of the Contract Compliance Council: John Long and Lynn Carter, Deputy Director, and Jan Heckemeyer, Director of Administrative Services.

The meetings had a dual objective; as mentioned before the first objective was to learn the procurement process, and the second objective was to see how OSWD can aid the agency to achieve the M/WBE participation goal established in Executive Order 05-30.

DMH is comprised of the following divisions: 1.) Psychiatric Services, 2.) Division of Retardation and 3.) And the Division of Alcohol and Drugs plus the administrative services offices. Because each division has different rulings and the procurement system utilized by the agency is decentralized, each division presents their bids to the public or to prospective vendors in different ways. Here are some examples to illustrate: an Expenditure Registration Services type of bid is ruled by Statute and exempt on SAM II. Special Delegation Authority bids are governed by Chapter 34 approved by OA-DPMM but awarded by DMH, and not exempt on SAM II. Assignments on Contract are agreements between intergovernmental agencies, approved and managed by OA-DPMM in collaboration with DMH and not exempt on SAM II. Most invitations for bids are requested on cost and do not include subjective criteria, which would allow for M/WBE vendors to be utilized as subcontractors or if big enough as Prime Contractors. According to John Long the bottom line on this situation is that 90% of the agency's discretionary expenditures are used on consumer services and only 10% on expenses and equipment. With the exception of the Division of Alcohol and Drugs, the divisions are comprised of different facilities that are spread out statewide.

In order to disseminate the information to all procurement personnel DMH has posted the following reports and information on DMH Online (Intranet):

- DMH fiscal year expenditures by MBE Vendors.
- DMH fiscal year expenditures by WBE Vendors.
- State Certified MBE vendors
- State Certified WBE vendors
- MBE/WBE vendors that are recommended by other agency facilities
- Search tool for MBE/WBE vendors by commodity code
- Link to the OA/OSWD MBE/WBE vendor directory
- Link to the OA/DPMM website.

The staff at DMH-Administrative Services plans to do a comparative facility targeted analysis, and facility visits to find ways to increase MBE/WBE expenditures.

The MBE/WBE Expenditure Analysis for Fiscal Year 07 shows that DMH had total expenditures of \$70,884,375.62.³

³ *Total Expenditures amount obtained from MOBIUS reports ODW420R2 and ODW410R2*

During our meetings and through the collaboration of DMH, OA-DPMM, and OA-OSWD we discovered:

- Total expenditures amount also include payments made through Acknowledgement of Contracts. The amount that was included is \$10,443,826.47. Acknowledgement of Contracts are agreements between intergovernmental agencies, these expenditures should not be included in the total expenditures amount to calculate M/WBE participation.
- All state agencies use the UMB purchasing card to pay for goods and services. UMB provides OSWD with a breakdown of the payments made to certified MBE/WBE vendors by each agency. These amounts will be added to the M/WBE expenditures accordingly and subtracted from total expenditures.

After these calculations are completed the MBE participation percentage for DMH are 1.02% and .60% for WBE. The analysis of M/WBE Expenditures at the department level showed good utilization percentages in the following purchases:

Object Code	Description	Amount Spent	M/WBE%
2250	Office Supplies	\$1,050,131.33	5.50%
2544	Other Professional Services	\$2,217,416.89	2.72%
2301	Building Repair Supplies	\$ 6,421.02	38.33%
2838	Minor Repairs, Maintenance	\$1,772,322.43	11.67%
2547	Housekeeping and Janitor Services	\$ 108,655.34	14.47%
2346	Personal Care Supplies	\$ 395,964.10	13.78%

The analysis of M/WBE Expenditures at the department level showed that there is still room for improvement in the following areas:

Object Code	Description
2292	Vaccines
2337	Food and Dietary Supplies
2454	Mailing Services
2514	Program Consultant Services
3418	Mental Health Payments

DMH has requested that the expenditures under Object Codes 2433 Medical and Dental Services and 2451 Other Health Services be excluded from the calculation of MBE/WBE participation percentages. The reasoning behind this request is that the agency has no discretion as to what provider their patient will choose to provide them these services. At this moment this request is under evaluation.⁴

⁴ *DMH takes patients that are under their care to the physician or dentist of their choice. By doing this the agency loses the discretion to choose a vendor.*

SUPPLIER DIVERSITY IN THE STATE OF MISSOURI

The Office of Supplier and Workforce Diversity (OSWD) is concerned with ensuring that all businesses have the same opportunities to compete for the supply of goods and services as other qualified suppliers in the State of Missouri. We believe broadening our supplier base will gain access to new ideas and increase competition. This will better serve our agencies and the constituents of Missouri.

The Office of Supplier and Workforce Diversity partners with organizations who support the mission of raising awareness for Supplier Diversity in the State of Missouri and seek opportunities for Minority or Women Business Enterprises. By working with these organizations, we engage in the following activities:

- Develop an effective framework to promote supplier diversity
- Take action where possible to remove/minimize any challenges within the State of Missouri that may hinder Minority or Women Business Enterprises (M/WBE) in supplying goods and services to our agencies.
- Develop programs to encourage and empower Minority or Women Business Enterprises (M/WBE).
- Monitor, evaluate and communicate the progress that our program makes on a continuing basis to assess its impact.
- Develop an internal database of Minority or Women Business Enterprises (M/WBE).
- Raise awareness for supplier diversity by building a strong business case for doing business with Minority or Women Business Enterprises (M/WBE).
- Communicate best practices for implementing supplier diversity
- The facilitation and participation of internal and external networking events with Minority or Women Business Enterprises.

During Fiscal Year 07, OSWD diligently worked with each one of the agencies to strive to meet the goals established by Executive Order 05-30. In doing so, OSWD found that there are challenges to overcome to allow additional Minority or Women Business Enterprises to enter into the procurement process at the State of Missouri:

- **Mandatory State Contracts.** These types of contracts are commonly awarded to non M/WBE vendors; they also restrict the discretion that the agencies have to utilize an M/WBE vendor. It is understandable that the reasoning behind awarding a mandatory state contract is the benefit of the savings that the agencies will encounter; it is also feasible to ask that M/WBE subcontracting be a part of the contracts.
- **Management Involvement.** When the Director is directly involved with reaching the M/WBE participation goals, it is more likely that the goals will be met. An internal supplier diversity program will succeed when everyone in the organization understands the end results. This commitment should start with senior management and then trickle down to all personnel involved in the procurement process.

- **ITSD and Janitorial Consolidation.** The consolidation and transfer of these expenses to the Office of Administration greatly affected all the agencies during fiscal year 07. However, Department of Economic Development, and the Department of Revenue successfully reached the participation goal.
- **Training** is essential to have a successful internal supplier diversity program. Once personnel understands the benefits of having a diverse pool of suppliers, any challenges to the program can be overcome. The training program should focus on the aims, structure and benefits of supplier diversity and explain how procurement work.
- **Revision of policies and Procedures.** The organization should be in a position to consider new procurement policies and procedures. The objective should be to:
 - Simplify the process for awarding contracts
 - Clarify how the agency intends to encourage more minority and women business enterprises to bid for contracts.
 - Encourage existing suppliers and contractors to use minority and women business enterprises.
 - Identify the type of goods and services that can be obtained from minority and women business enterprises (M/WBE)

The good news is that the State of Missouri's Executive Branch's overall minority workforce percentage is 11.92%. This is greater than the overall minority population of 11.5% (U.S. Census).

OFFICE OF ADMINISTRATION
COMMISSIONER: LARRY W. SCHEPKER
WORKFORCE DIVERSITY COUNCIL MEMBER: GUY KRAUSE

Employee count: 1,895

Gender count:

Female: 701 Male: 1,088

Minority count-106

African American 77
Hispanic 4
Other 25

The Office of Administration has a 5.59% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
103	Managers/Specialized training	Women/minorities
203	Computer Professionals	Women/minorities
204	Other Professionals	Women/Minorities
601	Clerical support	Minorities
701	Skilled craft workers	Women/Minorities

RECRUITMENT EFFORTS

The Office of Administration recruitment efforts include job postings on the State of Missouri's and OA website. The OA also attends career fairs, Black Expos and Black Caucus symposiums (as budget allows).

OSWD RECOMMENDATIONS

To increase visibility for the Office of Administration employment opportunities, the formation of a mentor program with partner organizations such as:

- MBA organizations
- Finance organizations
- National Association of Black Accountants
- Hispanic Association of Accountants
- Association of Latino Professionals
- Missouri Society of Certified Public Accountants

- Statewide college and university career offices
- Expos (Black, Women's)
- Chamber of Commerce meetings
- Direct web link to local municipalities employment banks

The Office of Administration could also consider advertising efforts to the following:

- St. Louis American (African-American)
- St. Louis Sentinel (African-American)
- St. Louis Argus (African-American)
- Red Latina (Latino)
- SABAH (Bosnian)
- Women's Yellow Pages
- Women on the Move magazine
- Women's Business Journal
- St. Louis Black Pages
- St. Louis Hispanic Pages
- St. Louis Chinese Pages

The greater usage of internet websites like Monster.com, Yahoo Hotjobs as well as high school and university career placements offices may increase the applicant pool.

DEPARTMENT OF CONSERVATION
DIRECTOR: JOHN HOSKINS
WORKFORCE DIVERSITY COUNCIL MEMBER: DEBRA THOMPSON

Employee count: 1,539

Gender count:

Female: 286 Male: 1,188

Minority count: 65

African American 44
Hispanic 6
Other 15

The Department of Conservation has a 4.22% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
101	Officials/Administrators	Women/minorities
102	Other managers	Women/minorities
502	Paraprofessionals	Women/Minorities
602	Administrative support	Women/Minorities
702	Skilled Crafts	Women/Minorities

RECRUITMENT EFFORTS

The Department of Conservation uses a variety of methods for the recruitment and retention efforts. The DOC encourages its minority employees to refer potential candidates, job fairs, Missouri Works (state recruitment website), local organizations, internet, and universities, Black Expo, Minorities in Natural Resources through the Southeastern Association of Fish and Wildlife agencies. The DOC also maintains an active internship and residency program.

OSWD RECOMMENDATIONS

The Department of Conservation has made a great effort to recruit diverse applicants. The OSWD would suggest cross-collaborative efforts with expanded organizations that represent the various areas of conservation such as fishing, hunting and trapping, nature and forestry. The field of conservation is such a specialized area that “outside-the-box” efforts such as a partnership with a corporate entity like Bass Pro Shops (headquartered in Missouri) should be considered.

DEPARTMENT OF ECONOMIC DEVELOPMENT
DIRECTOR: GREG STEINHOFF
WORKFORCE DIVERSITY COUNCIL MEMBER: SARA MURPHY

Employee count: 994

Gender count:

Female: 445 Male: 383

Minority count: 166

African American 137
Hispanic 8
Other 21

The Department of Insurance has a 16.70% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
101	Officials/Administrators	Minorities
202	Professionals	Minorities
303	Technicians	Minorities
501	Other Managers	Minorities
601	Auditors/Accountants	Minorities

RECRUITMENT EFFORTS

The Department of Economic Development uses statewide colleges & universities, Nichols Career center, Black Chambers of Commerce, Division of Workforce Development, Office of Supplier & Workforce Diversity, Governor's office, Governor's Commission on Employment of Persons with Disabilities, Missouri Commission on Human Rights, Missouri Senate and Vocational Rehabilitation.

The DED also provides cultural diversity awareness through their website. The DED also advertises using the St. Louis Post Dispatch, St. Louis/Kansas City Business journals, Columbia Daily Tribune, Jefferson City area tribune, Springfield News leader and professional publications (when applicable).

Another improvement is DED's ongoing partnership with IT to develop an online system to track employee training. This allows quick access for those internal employees looking for promotion opportunities. DED also continues to block Internet access to websites which promote hate groups and other discriminatory organizations. DED also completed Diversity Awareness training for all of its employees in the Truman Building.

OSWD RECOMMENDATIONS

The Office of Supplier and Workforce Diversity commends the DED on their current recruitment and retention efforts. The DED may consider advertising in diverse publications such as:

- St. Louis American (African-American)
- St. Louis Sentinel (African-American)
- St. Louis Argus (African-American)
- Red Latina (Latino)
- SABAH (Bosnian)
- Women's Yellow Pages
- Women on the Move magazine
- Women's Business Journal
- St. Louis Black Pages
- St. Louis Hispanic Pages
- St. Louis Chinese Pages

DEPARTMENT OF HEALTH AND SENIOR SERVICES
DIRECTOR: JANE DRUMMOND
WORKFORCE DIVERSITY COUNCIL MEMBER: SANDY LEWIS

Employee count: 1,705

Gender count:

Female: 1,142 Male: 330

Minority count: 170

African American 134
Hispanic 11
Other 25

DHSS has a 10% diverse workforce as of the end of fiscal year 2007.

UNDERUTILIZATION AREAS

Job Group	Title	Area
103	Managers/Specialized Training	Minorities
104	Other Managers	Minorities
205	Medical/Health related	Minorities
209	Natural Scientists	Minorities
501	Paraprofessionals	Women

RECRUITMENT EFFORTS

The Department of Health and Senior Services works with the Its Human Resources and the various statewide units who need personnel. DHSS also uses print media and outreach events such as the Missouri State Fair.

OSWD RECOMMENDATIONS

To increase a greater pool of applicants for the Department of Health and Senior Services, the cross-collaborative effort with statewide college recruitment offices could be a great partnership. The schools of social work all have individual websites. The experience gained working with the State of Missouri would give the applicant a chance for real-life situational knowledge.

The DHSS could also partner by adding website links with organizations such as:

- American Case Management Association
- American Public Health Association
- Association for Women in Social Work
- National Association of Black Social Workers
- Latino Social Workers Organization
- Asian-Pacific Islander Social Work Council
- American Indian/Alaskan Natives Social Work Association

With the growing number of graduates of trade schools (certified nurse assistants), the DHSS could capitalize by early recruitment efforts.

DEPARTMENT OF HIGHER EDUCATION
DIRECTOR: DR. ROBERT STEIN
WORKFORCE DIVERSITY COUNCIL MEMBER: JANELLE JAEGER

Employee count: 66

Gender count:

Female: 56 Male: 9

Minority count: 1

African American 1
Hispanic 0
Other 0

The Department of Higher Education has a 1.52% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
103	Other professionals	Minorities

RECRUITMENT EFFORTS

The Department of Higher Education has a unique charge with its primary responsibilities being:

- Identification of statewide planning for higher education (including independent institutions)
- Evaluation of student and institutional performance
- Review of institutional missions
- Development of specialization among institutions
- Submission of a unified budget request for public higher education to the governor and the Missouri General Assembly
- Administration of a statewide postsecondary technical education program
- Establishment of guidelines to promote student transfer among institutions
- Approval of new degree programs offered by public colleges and universities
- Administration of the Proprietary School Certification Program
- Policy setting for and administration of student financial assistance programs

In addition, the MDHE conducts outreach activities to increase awareness among Missourians regarding opportunities for postsecondary education and student financial assistance in the state. The MDHE also works, through its student loan default prevention initiatives, to help students avoid defaulting on their educational loans and accumulating credit card debt.

DHE recruitment efforts include:

- African-American newspapers
- Jefferson City and Columbia newspapers
- Office of Supplier and Workforce Diversity
- Email blasts are sent to all universities and colleges in Missouri
- Personal contact made to leaders at historical black colleges and universities to enlist their support in identifying promising candidates
- Great Hires website (state)
- Missouri Higher Education website

OSWD RECOMMENDATIONS

The Department of Higher Education has made effort to recruit diverse applicants. The OSWD would recommend that DHE consider the following:

- Chronicle of Higher Education
- National Society of Black Engineers
- Latino organizations and newspapers
- Higher Education jobs website (targeted)
- American Statistical Association (targeted)
- Creation of an “in-house” advisory group of retired educators
- Creation of an “in-house” financial aid group of retired bankers, loan officers and financial aid specialists.

**DEPARTMENT OF INSURANCE, FINANCIAL INSTITUTIONS AND PROFESSIONAL
REGISTRATION**

DIRECTOR: DOUG OMMEN

**WORKFORCE DIVERSITY COUNCIL MEMBERS: ROCHELLE HENDRICKSON AND
KEITH DUDENHOEFFER**

Employee count: 494

Gender count:

Female: 272 Male: 196

Minority count: 26

African American 21
Hispanic 1
Other 4

The Department of Insurance has a 5% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
102	Managers/Administrators	Minorities
103	Managers/Specialized Training	Women/Minorities
205	Medical/Health Related	Women/Minorities
214	Financial Examiners	Minorities
215	Market Conduct Examiners	Women/Minorities

RECRUITMENT EFFORTS

The Department of Insurance recruitment efforts consist of website advertising with higher education institutions, job fairs, and campus career days, professional organizations such as the Missouri Bar Association, Certified Public Accountant /actuarial associations as well as large personnel portals such as Monster.com.

OSWD RECOMMENDATIONS

The Department of Insurance is on the right track for recruitment and retention efforts. The OSWD suggests diversification of the above-mentioned entities such as National Association of Black Accountants, Mound City Bar Association, Hispanic Bar Association and statewide Chamber of Commerce groups.

DEPARTMENT OF MENTAL HEALTH
DIRECTOR: KEITH SCHAFER
WORKFORCE DIVERSITY COUNCIL MEMBER: TERRY MCADAMS

Employee count: 7,795

Gender count:

Female: 3,363

Male: 2,165

Minority count: 2,267

African American: 2,185

Hispanic: 54

Other: 28

DMH has a 29.08% diverse workforce as of the end of fiscal year 2007.

UNDERUTILIZATION AREAS

Job Group	Title	Area
101	Officials/Administrators	Women/minorities
104	Other Managers	Women/minorities
201	Social Service Workers	Minorities
301	Health	Women
501	Paraprofessionals	Women

RECRUITMENT EFFORTS

The Department of Health Mental Health announces job openings on their website and through newspaper and other media advertisements. The DMH also utilizes professional organizations such as the service provider networks, the National Association of State mental Health Program Directors and trade journals.

OSWD RECOMMENDATIONS

The Department of Mental Health could contact the National Association of Mental Illness (NAMI), which is the nation's advocacy leader. NAMI also has a Multicultural Action Center (MAC). Within this center, DMH would be able to meet additional partners and share best practices.

The DMH could also partner by adding website links with organizations such as:

- American Case Management Association
- American Public Health Association
- Association for Women in Social Work
- National Association of Black Social Workers
- Latino Social Workers Organization
- Asian-Pacific Islander Social Work Council
- American Indian/Alaskan Natives Social Work Association
- Office of Minority Health (state/federal)

With the growing number of graduates of trade schools such as certified mental health professional (CMHP), psychiatric nurses, psychologists, psychiatrists and social workers, the DMH may face challenges with comparable pay rates for more advanced management positions.

DEPARTMENT OF NATURAL RESOURCES
DIRECTOR: DOYLE CHILDERS
WORKFORCE DIVERSITY COUNCIL MEMBER: VALERIE JOHNSON

Employee count: 1,625

Gender count:

Female: 590

Male: 954

Minority count: 81

African American: 54

Hispanic: 6

Other: 21

The Department of Conservation has a 4.98% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
104	Parks & Environments Managers	Women/minorities
105	Engineering Managers	Women
401	Protective Service Worker	Women/minorities
701	Skilled Trades Workers	Women/minorities
801	Maintenance Workers	Minorities

RECRUITMENT EFFORTS

The Department of Natural Resources uses a variety of methods for the recruitment and retention efforts. The DNR encourages its minority employees to refer potential candidates, job fairs, Missouri Works (state recruitment website), local organizations, and internet, and universities, Black Expo, Dos Mundos, Black Land Grant institutions, high school counselors in Missouri with high concentrations of African-American students.

DNR advertises with the following:

- Environments publications
- St. Louis and Kansas City African American newspapers
- Adelante
- Kansas City Hispanic News
- Kansas City Call paper
- Missouri Legislative Black Caucus
- NAACP

- Urban League of St. Louis & Kansas City
- Vocational/technical schools
- Office of Supplier & Workforce Diversity
- Missouri Vocations Rehabilitation offices

OSWD RECOMMENDATIONS

The Department of Natural Resources has made a great effort to recruit diverse applicants. The OSWD would continue on its present path.

DEPARTMENT OF SOCIAL SERVICES
DIRECTOR: DEBORAH E. SCOTT
WORKFORCE DIVERSITY COUNCIL MEMBER: JENNIFER MORRIS

Employee count: 8,233

Gender count:

Female: 5,286

Male: 1,409

Minority count: 1538

African American: 1420

Hispanic: 68

Other: 50

DSS has an 18.68% diverse workforce as of the end of fiscal year 2007.

UNDERUTILIZATION AREAS

Job Group	Title	Area
101	Officials/Administrators	Women
102	Managers/Administrators	Women/minorities
103	Managers/Specialized Training	Minorities
203	Computer Professionals	Minorities
206	Teachers/Counselors	Minorities

RECRUITMENT EFFORTS

The Department of Social Services recruitment efforts include job fairs, career fairs, website, advertising, interagency and cross-collaborative efforts with other related agencies. The DSS works with women-owned businesses with a 5% purchasing goal.

OSWD RECOMMENDATIONS

The Department of Social Services has put forth a great effort to recruit a diverse workforce as well as empower minority and women-owned businesses. Here are some additional organizations that may partner with DSS:

- American Case Management Association
- American Public Health Association
- Association for Women in Social Work
- National Association of Black Social Workers

- Latino Social Workers Organization
- Asian-Pacific Islander Social Work Council
- American Indian/Alaskan Natives Social Work Association

The DSS has put forth great effort in attending 33 job fairs, minority recruiting events, diversity training for all of its employees as well as the creation of a Diversity Calendar which continually offers state-wide culturally diverse events.

DEPARTMENT OF PUBLIC SAFETY
DIRECTOR: MARK JAMES
WORKFORCE DIVERSITY COUNCIL MEMBER: MARY SNYDER

Employee count: 4,612

Gender count:

Female: 1,841 Male: 2,323

Minority count: 448

African American: 378

Hispanics: 20

Other: 50

The Department of Public Safety has a 9.71% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
101	Officials/Administrators	Women/minorities
102	Principal Assistant Board/Commission	Women/minorities
103	Managers/Specialized Training	Minorities
104	Other Managers	Minorities
202	Auditors/Accountants	Minorities

RECRUITMENT EFFORTS

The Department of Public Safety uses a variety of methods for the recruitment and retention efforts. The DPS encourages its minority employees to refer potential candidates, job fairs, Missouri Works (state recruitment website), state agencies, universities and churches. DPS also recruits through the Black Expo, Dos Mundos newspaper, Black Land Grant institutions, and high school counselors in Missouri with high concentrations of African-American students.

The DPS participates in the following activities and programs:

- Black Expo-St. Louis and Kansas City
- AACJ-Lincoln University, Criminal Justice Symposium
- Statewide law enforcement career days:
 - Missouri Southern State College
 - Southeast Missouri State University
 - Truman State University
 - Central Missouri State University

- Southwest Missouri State University
- Hart Vo-Tech job fair
- St. Louis Special School District-Community Based Training program
- Missouri Legislative Black Caucus
- NAACP Juneteenth Celebration
- Institute for Urban and Rural Development Internship program
- Vocational/technical schools
- Green Thumb
- Missouri Vocations Rehabilitation offices
- Missouri State Fair
- Annie Malone Parade
- Annual Multi-Cultural Fall Festival
- Various invitational college career fairs
- Various invitational high school fairs

OSWD RECOMMENDATIONS

The Department of Public Safety has made a great effort to recruit diverse applicants. The OSWD recommends that DPS continue on its present path.

MISSOURI DEPARTMENT OF TRANSPORTATION-MODOT

DIRECTOR: PETE RAHN

WORKFORCE DIVERSITY COUNCIL MEMBER: BRENDA TREADWELL-MARTIN

- Employee count: 6,332
- Gender count:
Female: 925 Male: 4,922
- *Minority count: 485
African American: 324
Hispanic: 45
Other: 116

The Department of Transportation has a 7.66% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
101	Upper Management	Women/minorities
204	Professionals-Administrative	Women/minorities
303	Technicians	Women

RECRUITMENT EFFORTS

The Department of Transportation recruitment efforts include job postings on the State of Missouri's and MODOT website. MODOT'S outreach activities include:

- 2nd Annual Black Women Leaders Conference
- Connecting with MODOT
- National Society of Black Engineers
- Future Farmers of America State Convention
- Girl Scouts-Catch the Spirit Diversity event
- Missouri Black Expo
- Urban League of St. Louis Career Fair
- Jefferson City Chamber of Commerce
- Jefferson City Multicultural Forum
- Construction Career Center
- Job Corp Application Workshop
- Transportation Job Fair
- Southern Christian Leadership Conference
- Lincoln University Co-op Program

- Transportation and Civil Engineer (TRAC) Program
- Job Point, Inc.
- Business Education Partnership
- Formed District 5 Diversity Team to recruit diverse applicants for maintenance opportunities
- Translated MODOT application to Spanish and made available online

OSWD RECOMMENDATIONS

The Missouri Department of Transportation has made great efforts to diversify its workforce. Additional cross-collaborative efforts with partner organizations such as:

- Women Construction Workers of America
- National Association of Minority Contractors
- Women in Engineering Organization

Here are additional advertising suggestions:

- St. Louis American (African-American)
- St. Louis Sentinel (African-American)
- St. Louis Argus (African-American)
- Red Latina (Latino)
- SABAH (Bosnian)
- Women's Yellow Pages
- Women on the Move magazine
- Women's Business Journal
- St. Louis Black Pages
- St. Louis Hispanic Pages
- St. Louis Chinese Pages

DEPARTMENT OF REVENUE
DIRECTOR: OMAR DAVIS
WORKFORCE DIVERSITY COUNCIL MEMBER: DARLENE ROBINETT

Employee count: 1,431

Gender count:

Female: 966 Male: 380

*Minority count-85

African American: 60

Hispanic: 3

Other: 22

The Department of Revenue has a 5.94% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
103	Managers/Specialized training	Minorities
202	Auditors/Accountants	Women/Minorities
204	Other professionals	Women/Minorities

RECRUITMENT EFFORTS

The Department of Revenue recruitment efforts include job postings on the State of Missouri's and DOR website. The DOR also attends career fairs, Black Expos and Black Caucus symposiums (as budget allows).

OSWD RECOMMENDATIONS

To increase visibility for the Department of Revenue employment opportunities, the formation of a mentor program with partner organizations such as:

- MBA organizations
- Finance organizations
- National Association of Black Accountants
- Hispanic Association of Accountants
- Association of Latino Professionals
- Missouri Society of Certified Public Accountants
- Creation of Ad-hoc advisory committee of retired bankers and financial advisors to assist in recruitment of younger employees

The Department of Revenue could also consider recruitment efforts with high schools, two-year and targeted four-year universities. Advertising efforts to the following:

- St. Louis American (African-American)
- St. Louis Sentinel (African-American)
- St. Louis Argus (African-American)
- Red Latina (Latino)
- SABAH (Bosnian)
- Women's Yellow Pages
- Women on the Move magazine
- Women's Business Journal
- St. Louis Black Pages
- St. Louis Hispanic Pages
- St. Louis Chinese Pages

The greater usage of internet websites like Monster.com, Yahoo Hotjobs as well as high school and university career placements offices could benefit the Department of Revenue.

MISSOURI LOTTERY COMMISSION
DIRECTOR: OMAR DAVIS
WORKFORCE DIVERSITY COUNCIL MEMBER: BRIDGET WHITE

- Employee count: 172
- Gender count:
 - Female: 73
 - Male: 89
- Minority count- 10
 - African American: 8
 - Hispanic: 1
 - Other: 1

The Missouri Lottery Commission has a 5.81% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
101	Officials/Administrators	Women/minorities
102	Principal Assistant Board/Commission	Women/minorities
103	Managers/Specialized Training	Minorities
104	Other Managers	Minorities
202	Auditors/Accountants	Minorities

RECRUITMENT EFFORTS

The Missouri Lottery Commission recruitment efforts have included Dos Mundos and the Kansas City Black Chamber of Commerce. The Lottery Commission is planning to attend college career fairs and diverse events in future outreach efforts.

OSWD RECOMMENDATIONS

To increase visibility for Missouri Lottery Commission employment opportunities, consideration of diverse publications and organizations such as:

- St. Louis American (African-American)
- St. Louis Sentinel (African-American)
- St. Louis Argus (African-American)
- Red Latina (Latino)
- SABAH (Bosnian)
- Women's Yellow Pages
- Women on the Move magazine
- Women's Business Journal
- St. Louis Black Pages
- St. Louis Hispanic Pages
- St. Louis Chinese Pages

- Missouri State Fair
- Annie Malone Parade
- Missouri Legislative Black Caucus
- NAACP Juneteenth Celebration
- Annual Multi-Cultural Fall Festival
- Various invitational college career fairs
- Various invitational high school fairs

The Missouri Lottery Commission has the opportunity to increase its awareness and the benefits to all Missourians.

STATE TAX COMMISSION
DIRECTOR: OMAR DAVIS
WORKFORCE DIVERSITY COUNCIL MEMBER-SANDY WANKUM

Employee count: 59

Gender count:

Female: 27

Male: 31

*Minority count: 1

African American: 1

The State Tax Commission has a 1.69% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
104	Other Managers	Women
303	Other Technicians	Women/minorities

RECRUITMENT EFFORTS

The State Tax Commission recruitment efforts include job postings on the State of Missouri's and State Tax commission website. The use of commercial media is used optionally.

OSWD RECOMMENDATIONS

To increase visibility for State Tax Commission employment opportunities, the formation of a mentor program with partner organizations such as:

- MO State Assessors Association
- MO Association of Counties
- MO Association of Realtors
- Accounting associations
- MBA organizations
- Finance organizations

The State Tax Commission could also consider recruitment efforts with high schools, two-year and targeted four-year universities. The greater usage of internet websites like Monster.com, Yahoo Hotjobs as well as high school and university career placements offices could benefit the State Tax Commission.

DEPARTMENT OF AGRICULTURE
DIRECTOR: KATIE SMITH
WORKFORCE DIVERSITY COUNCIL MEMBER: DENISE HORN

Employee count: 272

Gender count:

Female: 88 Male: 177

Minority count: 7

African American: 2
Hispanic: 1
Other: 4

The Department of Agriculture has a 2.57% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
206	Inspectors & Compliance Officers	Women/minorities
401	Clerical support	Minorities

RECRUITMENT EFFORTS

The Department of Agriculture uses a variety of methods for the recruitment and retention efforts. The AG encourages its minority employees to refer potential candidates, job fairs, Missouri Works (state recruitment website), local organizations, internet, and universities.

OSWD RECOMMENDATIONS

The Department of Agriculture is highly-specialized job opportunities. The OSWD would suggest cross-collaborative efforts with expanded organizations that represent the various areas of Agriculture such as:

- American Veterinary Medical Association
 - Missouri Veterinary Medical Association (AVMA can refer specialists in all agriculture areas)
- National FFA (formerly Future Farmers of America) organization. FFA has a Team AG education program to help foster an interest in the field of agriculture
- Advertising in the Journal of Agriculture Sciences, American Entomologist, career centers in schools of agriculture throughout the United States

- National Black Farmers Association
- Black Scientists Association
- Latino Farmers and Ranchers National Trade Association
- The St. Louis Science Center

Since, the Department of Agriculture is highly-specialized consideration of outreach to middle and high school students should be considered in future recruitment efforts.

DEPARTMENT OF CORRECTIONS
DIRECTOR: LARRY CRAWFORD
WORKFORCE DIVERSITY COUNCIL MEMBER: EVETTE MILLER

Employee count: 10,814

Gender count:

Female: 3,751

Male: 6,224

Minority count: 839

African American: 699

Hispanic: 74

Other: 66

The Department of Corrections has a 7.76% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
102	Managers and Administrators	Minorities
103	Managers/Specialized training	Minorities
104	Other Managers	Women/Minorities
303	Other technicians	Women/Minorities
701	Skilled craft workers	Women/Minorities

RECRUITMENT EFFORTS

The Department of Corrections uses a variety of methods for the recruitment and retention efforts. DOC created a PowerPoint presentation to inform prospective applicants of job opportunities within the department.

OSWD RECOMMENDATIONS

The OSWD recommends the DOC seek cross-collaborative partnerships with the following organizations:

- Black Expo-St. Louis and Kansas City
- AACJ-Lincoln University, Criminal Justice Symposium
- Statewide law enforcement career days:
 - Missouri Southern State College
 - Southeast Missouri State University
 - Truman State University
 - Central Missouri State University

- Southwest Missouri State University
- Missouri Legislative Black Caucus
- Jefferson City Multicultural Forum
- Annie Malone Parade
- Annual Multi-Cultural Fall Festival

The DOC could also considering linking their website with websites that specialize in the field of criminal justice, newspapers, social work school career sites, large Internet sites like Monster.com, Yahoo! Hotjobs, etc.

DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION
DIRECTOR: D. KENT KING
WORKFORCE DIVERSITY COUNCIL MEMBER: CHERI SWALES

Employee count: 1,868

Gender count:

Female: 1,273

Male: 358

Minority count: 237

African American: 221

Hispanics: 7

Other: 9

The Department of Elementary & Secondary Education has a 12.69% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
103	Administrators & Officials	Minorities
105	Administrative professionals	Minorities
205	Health & Related professionals	Minorities
501	Service workers-rural	Minorities
601	Transportation workers	Women/Minorities

RECRUITMENT EFFORTS

The Department of Elementary & Secondary Education (DESE) recruitment efforts include:

- African-American newspapers
- Jefferson City and Columbia newspapers
- Office of Supplier and Workforce Diversity
- Email blasts are sent to all universities and colleges in Missouri
- Internship program established
- Great Hires website (state)
- Easy point-of-access entry points for Latino job applicants (translation services)

OSWD RECOMMENDATIONS

The Department of Elementary & Secondary Education has made efforts to recruit diverse applicants. The OSWD would recommend that DESE consider the following:

- Chronicle of Elementary & Secondary Education
- National Society of Black Engineers
- Red Latina (Latino)
- SABAH (Bosnian)
- Women's Yellow Pages
- Women's Business Journal
- St. Louis Black Pages
- St. Louis Hispanic Pages
- St. Louis Chinese Pages
- Elementary & Secondary Education jobs website (targeted)

DEPARTMENT OF LABOR & INDUSTRIAL RELATIONS
DIRECTOR: TODD SMITH
WORKFORCE DIVERSITY COUNCIL MEMBER: CORNELL DILLARD

Employee count: 819

Gender count:

Female: 484

Male: 254

*Minority count-87

African American: 72

Hispanic 7

Asian American 4

The Department of Labor & Industrial Relations has a 9.9% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
101	Officials/Administrators	Minorities
501	Legal aides, tax examiners	Minorities
601	Office/Clerical	Minorities

RECRUITMENT EFFORTS

The Department of Labor & Industrial Relations recruitment efforts include job postings on the State of Missouri's. DOLIR seeks to establish relationships with private businesses and organizations to assist in revitalizing current recruitment efforts.

OSWD RECOMMENDATIONS

To increase visibility for the Department of Labor & Industrial Relations employment opportunities, the formation of a mentor program with partner organizations such as:

- MBA organizations
- Regional Business Council
- St. Louis Regional Growth Association
- Hispanic National Bar Association
- Mound City Bar Association
- Hispanic Association of Accountants
- Trade schools (clerical)
- Creation of Ad-hoc advisory committee of retired tax examiners and legal aides to assist in

recruitment of younger employees

The Department of Labor & Industrial Relations could also consider recruitment efforts with high schools, two-year and targeted four-year universities.

Advertising efforts to the following:

- St. Louis American (African-American)
- St. Louis Sentinel (African-American)
- St. Louis Argus (African-American)
- Red Latina (Latino)
- SABAH (Bosnian)
- Women's Yellow Pages
- Women on the Move magazine
- Women's Business Journal
- St. Louis Black Pages
- St. Louis Hispanic Pages
- St. Louis Chinese Pages

The greater usage of internet websites like Monster.com, Yahoo Hotjobs as well as high school and university career placements offices could benefit the Department of Labor & Industrial Relations.

MISSOURI HIGHWAY PATROL
DIRECTOR: COLONEL JAMES F. KEATHLEY
WORKFORCE DIVERSITY COUNCIL MEMBER: LT. ROGER WHITTler

Employee count: 2,309

Gender count:

Female: 736 Male: 1,443

*Minority count-130

African American: 96
Hispanic: 11
Asian: 9
American Indian: 14

The Missouri Highway Patrol has a 5.63% diverse workforce.

UNDERUTILIZATION AREAS

Job Group	Title	Area
104	Other Managers	Women/minorities
303	Other Technicians	Women/minorities

RECRUITMENT EFFORTS

The Missouri State Highway Patrol recruitment efforts include attending recruitment meetings, career fairs, events and brainstorming on new approaches to enhance recruitment applicants.

OSWD RECOMMENDATIONS

To increase visibility for the Missouri State Highway Patrol employment opportunities, the formation of a mentor program with partner organizations such as:

- National Association of Police Organizations, Inc.
- National Fraternal Order of Police

The Missouri State Highway Patrol could also consider recruitment efforts with high schools, two-year and targeted four-year universities where criminal justice education is offered. The posting of job vacancies on internet websites like USACOPS, Monster, Hotjobs (Yahoo) as well as USAJOBS could benefit the Missouri State Highway Patrol in recruitment efforts.